

CFLR BOARD OF DIRECTORS Meeting

February 28, 2019

8:00 -9:15 a.m. – Large Training Room

Agenda Item	Objective	Who	Time
Opening Remarks	Welcome and Introductions	K. Walters	8:00 a.m.
Staff Presentation	2018 Overview	C Sheets	8:05a.m.
Consent Agenda	<ul style="list-style-type: none">• Minutes from previous meeting• Committee Reports	K. Walters	8:20 a.m.
Finance/HR Report	<ul style="list-style-type: none">• Financial Statements & minutes	B. Reese	8:25 a.m.
Critical Issues	<ul style="list-style-type: none">• Moving forward- discussion - Strategic plan - vote• Finalize committee assignments• Vote new Board Member• Breakfast updates	K. Walters	8:35 a.m.
Next Steps/Executive Session	To review actions to be taken, by when and by whom	K. Walters	9:00 a.m.
Adjourn	Next Board Meeting –March 28, 2019		9:15 a.m.



**Center for Family Life and Recovery, Inc.
Board of Directors Meeting**

Date: January 24, 2019

Time: 8am

Attendance: Cassandra Sheets, Terry Plizga, Kelly Walters, Brian Reese, Tom Reilly, Trevor Wiggins, Paul Dunn, David Wojnas, Jeffrey Courier, via

phone: Rich Pratt

Excused:

Topic	Discussion	Resolution	Person Responsible/ Time Frame
Opening Remarks	Kelly opened meeting Welcome Jeff Courier – pastor in Westerville, business and Military experience	8:09am Kelly will assign a mentor – Volunteers?	Kelly
Staff Presentation	Marketing and Development – <ul style="list-style-type: none">• National Mentor Month• Updated website• Gifts – Donors: 20-25 people \$4000• Volunteer Appreciation Day – 4/23 or 4/26 info to follow• (\$15-\$20K) 3 Grants received from Recovery, Indium, Woman's Fund, American Heart Assoc.• Please share/like on Facebook		
Finance Committee Report	Brian reported: Year end: Balance Sheet looked good – Richard doing well Income Statement – slight deficient – adjustments pending Investments down 20K from year due to market	Very healthy balances -Assets outweigh liabilities \$883K liquid assets \$125K liabilities Audit in March 1 st quarter of 2019 looking to grow receivables	

Respectfully submitted,
Terry Plizga
Board Secretary

Topic	Discussion	Resolution	Person Responsible/ Time Frame
Consent Agenda	<p>Review of Consent Agenda (Accepted.)</p> <ul style="list-style-type: none"> - Minutes previous meeting - Committee Reports <ul style="list-style-type: none"> o Breakfast – April 2nd, 8:30am Harts Hill o Looking for sponsors and add sales o Tickets \$25.00 each or \$180 for table of 8 o Last year there were 9 major sponsors – need assistance with contacts <p>Cassandra gave BOD – CFLR gift mugs for the New Year in appreciation!</p>	<p>Motion to Accept: Jeff/Paul (all in favor)</p> <p>Board members – please assist w/ soliciting sponsors, ads, table sales</p> <p>Amethyst award potentials Gifts for small lego blocks to purchase, baskets, gift cards</p>	<p>Kathy will send out past sponsor ship list – please discuss with Cassandra if marked with EAP</p>
Critical Issues	<p>Moving forward – discussion – Strategic plan, committee assignments</p> <ul style="list-style-type: none"> • Voted to accept terms via email – unanimous • Kelly reviewed committees and roles <ul style="list-style-type: none"> o Rich on HR Committee o Jeff joined CEC <p>Goals for 2019</p> <ul style="list-style-type: none"> • Each committee look at plan/goals to report next meeting <p>Update on Partnership</p> <ul style="list-style-type: none"> • Cassandra provided update on potential merger. 		
Next Steps/ Executive Session	<p>To review actions to be taken, by when and by whom</p> <ul style="list-style-type: none"> • Governance committee – look at what schedule will work on board 		
Adjourn	Motion to adjourn at 9:15am	Paul/Dave (all in favor)	

Respectfully submitted,
Terry Plizga
 Board Secretary

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Terry Plizga
Board Secretary



**Center for Family Life and Recovery, Inc.
CEC/ Fund Development meeting**

Date: 4/10/18

Time: 8:00am

Attendance: Kelly W., Paul D, Cassandra, Tom, Kathy

Excused:

Topic	Discussion	Resolution	Person Responsible/ Time Frame
Breakfast	<p>1. Breakfast updates Sponsors - Ad Ticket sales – still in the early stages Amethyst – 6 letters so far Flow of Event Gifts and other Board Member to do's for the breakfast</p>	<p>Kathy will send out remaining sponsor list and do follow up.</p> <p>February 22 vote on Amethyst award. Send out whatever we get on by Tuesday February 19th</p> <p>Working on flow of events still – discussing the blocks and when there is time. Help make it powerful – screen of statistics</p> <p>Asks to the board and others</p> <p>Tickets/sponsors/ads</p>	<p>Kathy send letters to CEC by Tuesday February 19 Vote done on Friday, February 22 – Trevor will send out email.</p>
Other	<p>What are the next steps Set strategic goals Golf save the dates</p>		

Topic	Discussion	Resolution	Person Responsible/ Time Frame
Next meeting	March 12 th , 8am		



**Center for Family Life and Recovery, Inc.
Finance**

Date: February 21,2019

Time: 8am

Attendance: Richard R., Cassandra, Brian R, Dave W., Trevor W.,

Excused: Terry P,

Topic	Discussion	Resolution	Person Responsible/ Time Frame
Income Statement	Community Partner Grant – for this year, received last year. Unemployment – not going to fund anymore Misc. is the pesticide	Recognize it as we spend it – put it in deferred-do it monthly 50K in the fund, no more needed	Richard
Budget	Still a draft – not much to change Compeer got cut a little bit Some programs might be a little less. Salaries – need more in this area for people and insurance Payroll and ADP cost will reflect the changes.	Might have to be an unbalanced budget/take some risk Possibility: 10k from retirement fund Unemployment could be adjusted	Richard/Cassandra
Agenda	Work on Strategic plan/goal setting		

Topic	Discussion	Resolution	Person Responsible/ Time Frame
Next meeting	March 20 th , 2019 at 8am		

Respectfully submitted, *H. Youda*

	Current Year Current Period	Current Year Year-to-Date	Prior Year Current Period	Prior Year Year-to-Date
Revenue				
Contributions/Donations	417.00	417.00	163.37	163.37
United Way Revenue	885.45	885.45	970.43	970.43
Fund Raising Event	0.00	0.00	163.00	163.00
Government Grants	80,356.40	80,356.40	82,758.05	82,758.05
Contract Revenue	39,467.57	39,467.57	44,855.29	44,855.29
Parole/SIST Revenue	4,955.00	4,955.00	14,665.00	14,665.00
Community Partner Grant	2,708.37	2,708.37	0.00	0.00
Program Fees - Individ	2,302.00	2,302.00	1,387.00	1,387.00
IDP fees	5,844.00	5,844.00	2,936.00	2,936.00
DRT fees	499.71	499.71	0.00	0.00
EAP Service fee	30,024.93	30,024.93	28,651.00	28,651.00
Compeer Revenue	666.66	666.66	833.33	833.33
Interest Income	8.69	8.69	33.62	33.62
Unrealized Gain on Investment	16,353.32	16,353.32	10,803.13	10,803.13
Miscellaneous Income	232.46	232.46	150.00	150.00
Total Revenue	184,721.56	184,721.56	188,369.22	188,369.22
Expenses				
Salaries Direct Staff	95,627.33	95,627.33	105,378.00	105,378.00
FSP On Call	0.00	0.00	150.00	150.00
Salaries Administrative/P.A.	13,013.10	13,013.10	12,178.42	12,178.42
Health Insurance	292.25	292.25	(428.04)	(428.04)
Life Insurance	218.62	218.62	169.62	169.62
Long Term Disability	363.72	363.72	299.54	299.54
FICA Expense	8,122.52	8,122.52	8,849.25	8,849.25
NYS Unemployment	0.00	0.00	1,250.00	1,250.00
401k Match Expense	833.37	833.37	833.33	833.33
Professional Fees/ Supervision	720.00	720.00	1,600.00	1,600.00
Audit Expense	883.37	883.37	883.37	883.37
Supplies	1,677.88	1,677.88	1,355.24	1,355.24
Marketing Expense	1,043.00	1,043.00	0.00	0.00
Insurance Expense	949.00	949.00	949.00	949.00
Telephone Expense	2,236.98	2,236.98	2,190.90	2,190.90
Rent Utica	6,758.50	6,758.50	6,758.50	6,758.50

Current Period: 1/1/2019 - 1/31/2019

Year-to-Date: 1/1/2019 - 1/31/2019

	Current Year Current Period	Current Year Year-to-Date	Prior Year Current Period	Prior Year Year-to-Date
Rent Herkimer	650.00	650.00	650.00	650.00
Rent Rome	600.00	600.00	600.00	600.00
Rome Utilities	86.29	86.29	85.15	85.15
Equipment rental	325.00	325.00	0.00	0.00
Website/Tech Fees	171.13	171.13	2,688.63	2,688.63
Travel	1,799.05	1,799.05	2,259.00	2,259.00
Client Programming Expense				
Dues/Membership Fees	172.00	172.00	100.00	100.00
Admin Fees	867.50	867.50	867.50	867.50
Depreciation Expense	64.90	64.90	65.01	65.01
PayPal Fees	1,275.00	1,275.00	1,275.00	1,275.00
Bank Fees	0.00	0.00	30.00	30.00
Payroll Fees	134.74	134.74	76.55	76.55
Miscellaneous Expense	1,520.69	1,520.69	472.60	472.60
Total Expenses	4,600.00	4,600.00	0.00	0.00
	<u>145,005.94</u>	<u>145,005.94</u>	<u>151,586.57</u>	<u>151,586.57</u>
Excess or (Deficiency) of Revenue Over Expenses	<u>39,715.62</u>	<u>39,715.62</u>	<u>36,782.65</u>	<u>36,782.65</u>

Assets	Current Year	Prior Year
Current Assets		
Operating	134,160.14	8,506.24
Recreation	713.10	909.11
Payroll	59,524.09	3,776.94
Savings	50,215.90	1,874.80
Bank of Utica Savings	0.00	70,682.58
Unemployment Acct	50,606.71	41,809.36
Investment Acct	292,504.54	322,638.86
Accounts Receivables	352,138.09	488,847.62
Miscellaneous Receivable	13,823.00	13,823.00
Miscellaneous Receivable	1,595.00	1,595.00
Prepaid Expenses	0.00	14,162.46
Total Current Assets	955,280.57	968,625.97
Fixed Assets		
Equipment	111,460.99	111,460.99
Computer Equipment	85,503.35	85,503.35
Furniture	26,253.98	26,253.98
Accum Depreciation	(137,153.10)	(133,285.42)
Total Fixed Assets	86,065.22	89,932.90
Other Assets		
Rent Deposit Court St	2,000.00	2,000.00
Rome Office Security Deposit	600.00	600.00
Herkimer Office Security Deposit	650.00	650.00
Rome office utility deposit	130.00	130.00
Total Other Assets	3,380.00	3,380.00
Total Assets	1,044,725.79	1,061,938.87
Liabilities & Net Assets		
Liabilities		
Accounts Payable	12,501.19	8,432.53
Dental Insurance Payable	(1.14)	(9.27)
Vision Payable	(439.46)	(379.83)
Current Liabilities		

	Current Year	Prior Year
Disability Payable		
Federal Withholding Taxes	(130.85)	1,540.72
NYS Withholding Taxes	0.00	151.89
New York Paid Family Leave	0.00	51.10
United Way Withholding	716.56	767.57
Employee 401k	(202.68)	(301.63)
Accrued 401k Match	1,001.62	(715.48)
Allstate & Colonial-Ins.	10,833.81	20,833.77
Miscellaneous W/H	186.44	92.71
Life Insurance/Employee Paid	1,304.56	264.68
Accrued Audit	(20.00)	(20.00)
Accrued Salary	9,609.25	10,558.81
Accrued Vacation	54,997.14	57,185.54
Accrued Taxes	12,775.26	10,426.93
Accrued Expenses	4,190.37	4,329.53
Deferred Revenue	1,635.33	2,885.33
Deferred Revenue EAP	63,479.04	33,687.54
Total Current Liabilities	31,873.18	28,351.83
	204,309.62	178,134.27
Total Liabilities	204,309.62	178,134.27
Net Assets		
Unrestricted Fund Balance	687,801.27	731,189.70
Board Restricted – Compeer Funds	36,792.00	6,792.00
Board Restricted Recovery Funds	110,822.90	0.00
E.M. Rose-Restricted Fund Bal	0.00	56,452.93
M. Marietta-Restricted Fund Bal	0.00	38,756.27
United Way Restricted Fund Balance	5,000.00	5,000.00
EleanorWalshWertimerEndowment	0.00	23,020.70
Temporarily Restricted FB	0.00	22,593.00
Total Net Assets	840,416.17	883,804.60
Total Liabilities & Net Assets	1,044,725.79	1,061,938.87

2020

Center for Family Life and Recovery Strategic Plan

**502 Court Street, Suite 401
Utica, New York 13502**

I. Message from the CEO

What role does a strategic plan play in an organization?

When developed properly, strategic plans have the capacity to be clear roadmaps for organizational programming. By outlining measurable goals and steps to achieve those goals, strategic plans provide the focus to be as effective and efficient as possible.

The role of strategic plans is top-of-mind for me right now. Center for Family Life and Recovery, Inc. is approaching the beginning of its 8th operational year and we are placing the finishing touches on our Strategic Plan Update that will guide the organization to 2020. As part of this process, we've assessed our prior accomplishments, identified areas of improvement, and made changes to our organizational structure that make us more effective.

After extensive conversations with stakeholders, board members, and community leaders, we've identified four areas of mission critical strategic priorities that are paramount to the success of the organization. Each area of focus will be managed by myself and the Management Team, and our Staff will be charged with developing the programming necessary to meet the goals outlined in the Plan as well as align with the Board of Directors Work Plan.

These priorities include:

1. Sustainability
 - a. Growth of Services
 - b. Financial stability/ fund development
 - c. Capacity (culture/values/people)
2. Impact
 - a. Transforming lives for those who need it most.
3. Recovery
 - a. Help and Hope
 - b. Prevention – Building safe and healthy communities
 - c. Mental health
 - d. Substance use disorders
 - e. Behavioral issues
4. Advocacy
 - a. Creation of community mindset/change – brand/message (mission/vision/culture)

We can't simply put this plan on a shelf at the beginning of each year, only to take it down in twelve months to quickly evaluate our work. It is a living, breathing document to be interacted with on a daily basis, used as a tool to inform tasks and decisions.

I encourage you to take a look at the Plan to better understand our goals and objectives. If you are interested in reading an electronic version of our current plan, you can find it at www.whenthereshelphereshope.com.

Thank you to all of you who provided your guidance and feedback through this process and to those of you who demonstrate your commitment to Center for Family Life and Recovery, Inc. We truly appreciate the contributions you make to the community every day.

Sincerely,
Cassandra Sheets, LMSW

Introduction and Overview

Center for Family Life and Recovery, Inc. (CFLR, Inc.) is now five years old and has defined its niche as the premier agency providing leadership and resources to improve the community's understanding and awareness of mental health, substance use and behavioral issues & transforming the lives of those who need it most, for the better. Focusing on EMOTIONAL HEALTH as it is essential for overall health; PREVENTION works when awareness and training programs are delivered effectively; TREATMENT is successful when coordinated appropriately; and RECOVERY: people recover from mental health, substance use and behavioral issues when provided with a focus on the four pillars of recovery; Home, Health, Community and Purpose. CFLR, Inc. is all about a high quality, self-directed, satisfying life for individuals and families in our community. With the intent to grow in size and quality while ensuring that CFLR, Inc. continues to bring unique value to Oneida and Herkimer Counties, the Board of Directors are committed to the development of a strategic plan to serve as a framework for CFLR, Inc.'s decision-making as it strengthens its capacity for growth and increased mission impact.

II. Mission, Vision and Values

Mission

To transform the lives of individuals and families by providing help and hope through advocacy, prevention, counseling and training.

Vision

CFLR, Inc. will create a community mindset where individuals and families embrace sustained recovery from mental health, substance use and behavioral issues.

Values

As Center for Family Life and Recovery, Inc. grows, it continues to become more important to define the core values from which we develop our culture, our brand and our business strategies. These are the ten core values that we live by:

1. Deliver High Quality Caring, **C**ompassionate and Empathetic Services
2. Embrace and Drive Change
3. Create **F**un, Friendly and Understanding Environment
4. Be Progressive, Creative, Collaborative and Open-Minded
5. Pursue Growth and **L**earning
6. Build Open, Honest Relationships with Communication and **R**espect
7. Build a Positive, Supportive Team with Accountability and Family Spirit
8. Do More With Less
9. Be Passionate, Determined and Humble
10. **CFLR** gives Help = the Community gets Hope

III. Strategic and Operational Plan Components

Strategic Components

Mission: CFLR's "reason for being." What separates CFLR, from other organizations?

Vision: A clear and inspirational description of CFLR, ideal future. The impact we intend to have.

Values: Deeply held, enduring beliefs that define what CFLR, stands for and how we carry out our mission.

Strategic Priority Areas: Are the mission critical priorities CFLR, needs to focus on if it is to successfully pursue its mission.

Goals: Overall results being sought as priority area issues are addressed.

Strategies: Broad approaches to be taken to address the issues.

Key Result Areas: Broad areas to be monitored to ensure that CFLR, is making intended progress on its goals.

Operational Components

Objectives: Specific, measureable and time-framed results contributing to achievement of the goals.

Action/Tactics: Activities to achieve the objectives.

Target Populations: Whom the agency makes a priority to serve.

Strategic and Operational Plan Components – Continued

Strategic Priorities (Imperatives)

1. Sustainability
2. Impact
3. Prevention
4. Recovery
5. Advocacy
6. Training

CFLR will measure success in the following key results areas

KRA # 1: Progressive & Effective Board Leadership

KRA # 2: Quality Programs and Services

KRA # 3: Strong Market Position

KRA # 4: Financial Sustainability

KRA # 5: Progressive & Effective Internal Operations

Target Populations

Re-Entry / Individuals / Families

Population Definitions:

- Re-Entry / Ex-Offender: Men, women and youth who have been involved in the criminal & juvenile justice system and their families.
- Veterans / Families: Non-deployed military personnel, veterans and their families.
- Individuals / Families: Men, women and youth involved with/in the child welfare system and their families.
- Refugees, Immigrants, and Limited English Proficiency individuals – Men, Women, and Youth in need of mental health, substance use and behavioral issue services.
- Families and other persons who have been affected by someone's addiction and/or are helping to navigate the addiction and recovery arena for their person.
- Tier 2/3 students, schools/colleges, community based organizations, community at large
- Individuals impacted by addiction?

Audience:

- Employees of Contracted Companies: Men, women and their families.
- Training Participants: Secondary and Higher Education, Coaches and Athletic Directors, Parents/Guardians, Community, Human Service, Healthcare, Business, Political and Public Safety professionals
- Mental Health, Substance Use and/or Behavioral Issues Clients: Men, women and youth and their families.

Affecting counties Oneida, Herkimer, Otsego, and Montgomery; treatment providers, treatment courts, DSS, Shelters, Mental Health agencies, refugee community, prison/incarcerated population and staff, EAP, families and loved ones affected by their person's addiction.

Strategic Priority Area # 1: Sustainability (*focus on resource development aligned with service delivery and talent Management Team*)

Key Results Area	Goal	Objectives/Actions
Financial Sustainability (KRA#4)	1. Establish a sustainable business model with diversified sources of funding.	<p>Complete profit/loss analysis of current programs. <i>Finance Department/Management Team 2019</i></p> <p>Develop and implement a multi-year plan for long term, diversified funding to grow programs, geography and population served, general agency operations and plan for 3rd party insurance payment for services. <i>Operations/Development/Management Team 2019</i></p> <p>Develop systematic approach for conducting research, prioritizing and acquiring grant funding for programs. <i>Management Team 2019</i></p> <p>Develop an ongoing system for cultivating supporters and donors among key constituents, including partners / key leaders – federal, state, public and private dollars that align with financial strategies. Create agency wide menu of corporate underwriting and sponsorship opportunities <i>Management Team & Board of Directors 2014-2020</i></p> <p>Diversify reliance on unsustainable government funding. <i>Management Team 2020</i></p> <p>Grow and expand existing fund raising events (Foley Golf Tournament, Annual Awareness Breakfast) and pursue additional opportunities. <i>Management Team/Board of Directors 2018-19</i></p> <p>Create annual report and year end giving campaign to defray agency's 10% administrative costs. <i>Management Team/Board of Directors 2014-2020</i></p> <p>Develop and implement a fee for service model for FSN services. Develop a fee for service scale or alignments with community partnerships for billing purposes. Research and pursue underwritting / grant opportunity. <i>FSN 2019</i></p> <p>Develop a collaboration with a BOCES to create a comprehensive prevention CoSer of services for school districts for sustainability of programming. <i>Prevention 2019</i></p> <p>Develop a model for Peer contracts, peer supervision, peer training, and utilization of CFLR, Inc. peer support. <i>Recovery 2019</i></p>

Progressive and Effective Board Leadership (KRA# 1)	<ol style="list-style-type: none"> 1. Ensure there is continuity of volunteer and professional leaders who are equipped to lead the Agency. 	<p>Continue to execute the Board Work Plan – measure effectiveness and review on a bi-annual basis. <i>Management Team/Board of Directors 2020</i></p> <p>Identify and implement leadership training on an annual basis (retreat); offer ongoing training opportunities relevant to the mission and vision. <i>Management Team/Board of Directors 2020</i></p> <p>Recruit and retain Board Members and Leadership with strong core competency skills and attributes who are strong ambassadors of mission and vision. <i>Board of Directors 2020</i></p> <p>Promote and implement Ambassador Training Program for volunteers at all levels of the agency. <i>Board of Directors 2019</i></p>
Progressive and Effective Internal Operations (KRA#5)	<ol style="list-style-type: none"> 1. Determine the current organizational capacity for progressive and effective internal operations. 	<p>Review and/or revise positional structure/organizational chart to fit the needs of the organization that addresses: 1.) job responsibilities and priorities, 2.) organizational capacity, 3.) succession planning and Mid-Management Team level. <i>Management Team 2019</i></p> <p>Implement all phases of Performance Measurement System supported by a “Management Team by Objectives” operational environment measured through the use of a Balanced Score Card. Enhance the balance score card to measure the agency internal effectiveness and external value. <i>done</i></p> <p>Review and develop comprehensive orientation program and ongoing training requirements / plan for all staff relevant to agency mission and vision. <i>HR/Marketing and Development 2018-2019</i></p> <p>Train key staff regarding HCBS billing. <i>Management Team 2018-2019</i></p>
	<ol style="list-style-type: none"> 2. Maximize staff resources to support changing infrastructure needs. 	<p>Identify key positions, skills and knowledge required for organizational advancement; institute hiring and training programs accordingly. <i>Done- finalize 2019</i></p> <p>Create an Intern Orientation and Handbook. <i>Done?</i></p>

		Ongoing team building efforts and discussion among management team members; strategic planning retreats as needed. <i>Management Team 2014-2020</i> Revise performance measures to more directly align with the Agency values, strategic KRAs and department goals using Balanced Score Card. <i>HR/Management Team 2019</i>	
Quality Programs and Services (KRA#2)	<p>1. Be the premier agency that provides programing to impact and effect social and emotional well being in the community works with prevention and family recovery.</p>	<p>Conduct an analysis of current programs and outcomes, and assess alignment with current community needs that encompasses an environmental needs assessment. <i>Management Team 2019</i></p> <p>Position CFLR, Inc. to be the leader of professional training in the community by creating a training model building on a culture of health with a focus on clinical, prevention, recovery and advocacy needs specific to our community needs and inclusive of medical community. <i>Management Team 2018</i></p> <p>Review analysis results and identify potential future programming opportunities with an outcome of doubling agency size. <i>Management Team 2020</i></p> <p>Make reimbursement model changes under emerging Medical Home/DSRIP Models and implications of HCBS billing. <i>Management Team 2017-2018</i></p> <p>Develop Growth Plan for EAP to include increased client list. Offer increased training, awareness, prevention and advocacy resources and programs. <i>Management Team 2017- 2018</i></p> <p>Develop and implement Growth Plan for prevention, recovery, and advocacy programs and services <i>Management Team 2018</i></p> <p>Develop and implement a clinical program plan. <i>Management Team 2018</i></p> <p>2. Deliver effective and quality services.</p>	<p>Develop and implement a high standard of service excellence that encompasses: 1.) Best practices professional model of service, 2.) excellent customer service and 3.) team/mentoring model. <i>Management Team 2019</i></p>

Strategic Priority Area # 2: Impact (<i>focus on community engagement</i>)		
Key Results Area	Goal	Actions/Objectives
Strong Market Position (KRA#3)	1. Increase visibility, awareness and support for CFLR, Inc. throughout the community.	<p>Enhance Agency Brand and increase public brand recognition, work with marketing firm to promote core identity and Brand Ambassadorship with the Board of Directors. <i>Management Team/Board of Directors, continue</i></p> <p>Market prevention and FSN evidenced-based programs, trainings, workshops, and pro-social skill development to schools, colleges, community-based organizations and the community at large to build safe, supportive, and healthy environments. <i>Management Team 2019</i></p>
	2. Position CFLR, Inc. to be recognized as the leader and voice of recovery services for individuals and families in the community.	<p>Market CFLR, Inc. as the premier human service agency helping individuals and families with recovery issues, including mental health, substance use and behavioral issues. <i>Management Team/Board of Directors, 2015-2020</i></p> <p>Expand service delivery area beyond current definition of Oneida and Herkimer Counties. <i>Management Team/Board of Directors 2019-2020</i></p> <p>Strengthen media relations with local media outlets; expand social media presence. <i>Management Team 2016-2020</i></p>
	3. Position CFLR, Inc. as a leading and premiere resource for current public policy	<p>Expand visibility of staff and board involvement in the community based on analysis of current agency needs and agency initiatives. <i>Management Team/Board of Directors 2019-2020</i></p> <p>Strengthen relationships with elected officials; continue to participate with state partners in public policy efforts and advocacy days; train and mobilize volunteer advocates; educate public at large about policy issues <i>Management Team/Board of Directors 2018-2020</i></p>

Strategic Priority Area # 3: Prevention

Key Results Area(s)	Goal	Actions/Objectives
Quality Programs and Services (KRA#2)	<ol style="list-style-type: none"> 1. Provide and implement prevention services for individuals, families, schools, and community for mental health, substance use and behavioral issues. 	<p>Build prevention services as a continuum of care for individuals and families. Enhance collaborative partnerships to expand program opportunities. <i>Management Team 2019</i></p> <p>Build and expand prevention services with school districts, colleges, and the community as a whole. <i>Prevention/Management Team 2019</i></p>
Strong Marketing Position (KRA #3)	<ol style="list-style-type: none"> 2. Increase/continue marketing for Prevention Services. 	<p>Budget marketing strategies each year to highlight prevention services for the entire community. <i>Marketing Director/Prevention Director 2019</i></p>
Financial Sustainability (KRA#4)	<ol style="list-style-type: none"> 3. Increase contracts/grant funding to sustain and grow prevention services. 	<p>Develop one new contract per year with a school, college, or community agency and apply for additional grant funding opportunities for building sustainability. <i>Marketing Director/ Prevention Director/Team 2019</i></p>

Strategic Priority Area # 4: Recovery

Key Results Area(s)	Goal	Actions/Objectives
Quality Programs and Services (KRA#2) Financial Sustainability (KRA#4)	4. Implement recovery programs program for individuals and families completing treatment from mental health, substance use and behavioral issues.	<p>Continue to develop and implement regional development, peer and community training, pillars of recovery – home, health, purpose and community, prevention focus with clinical collaboration including counseling.</p> <p><i>Community Programs /Management Team 2019</i></p>
		<p>Build prevention services as a continuum of care for individuals and families. Enhance collaborative partnerships to expand program opportunities.</p> <p><i>Management Team 2019</i></p>
		<p>Increase Recovery programing opportunities both in and out of CFLR, Inc. through internal program development and external partnerships.</p> <p><i>Community Programs/Advocacy/FSN/Management 2019</i></p>
		<p>Increase quality peer support available to our community.</p> <p><i>Advocacy/FSN 2019</i></p>
	5. Grow the FSN program to meet the needs of more families while working with the prevention team to encompass the needs of the recovery community.	<p>Increase educational and support opportunities for families impacted by addiction, develop community programing for families of loved ones starting their recovery journey and increase partnerships with community programs working with families.</p> <p><i>FSN 2019</i></p>

Strategic Priority Area # 5: Advocacy

Key Results Area	Goal	Actions/Objectives
Strong Market Position (KRA#3)	1. Establish advocacy and prevention messaging that aligns with the Agency's mission and vision.	Focus on educating and bringing awareness to the community to improve public attitudes associated with behavioral and mental health conditions and promote social inclusion, acceptance, support and recovery. <i>Community Programs 2019</i>
Quality Programs and Services (KRA#2)		Develop an advocacy plan and voice around prevention messaging. Create an education plan and advocacy voice around the CFLR, Inc. mission and vision eliciting community change with a focus on enhancing recovery from mental health, substance use and behavioral issues. Focus on target populations with emphasis on trauma, and suicide prevention. <i>Community/Clinical Programs 2019</i>
Progressive and Effective Internal Operations (KRA#5)		Ensure that all CFLR, Inc. communications encompass increased social inclusion and include messages that reduce stigma. <i>Management Team 2019</i>
		Create and implement a structure to support and advocate for the recovery community through continued education and linkage to services. <i>Community Programs 2019</i>

Committee	2019 Sign up	Meeting times
Audit/Finance Review Monthly financials & Budget variance Develops policies related to Finance	Brian Reese-Chair Dave Wojnas Trevor Wiggins Terry Plizga	3 rd Wednesday 8am Monthly
Community Engagement/ Fund Development Runs the Ambassador program from the Board level Monitors and encourages Board participation in Agency Community Events Assists in fundraising	Trevor Wiggins - Chair Kelly Walters Paul Dunn Tom Reilly Jeff Courier	2 st Tuesday – 8am monthly
Board Governance/Human Resources Develops and Updates Policies and Procedures By Laws Conflict of Interest Employee Handbook Other Recruitment Retreat preparation	Dave Wojnas - Chair Paul Dunn Terry Plizga Kelly Walters Richard Pratt	TBD

John J. Lauchert, MBA, CPA, CGMA

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844.362.6606 (Fax)
www.linkedin.com/in/johnlauchert

EXECUTIVE SUMMARY

Chief Financial Officer (CFO) with significant experience in domestic and international business development, complemented by background with a “Big 4” firm and commercial loan experience. Career has included 20+ years as in place CFO in various manufacturing businesses and 10+ years as an Outsource CFO working with diverse organizations (for profit, non-profit, governmental) focusing on project-based activities. **CPA**, State of New York – since 1980.

Proponent of a process of continuous improvement. The concepts embodied by the Theory of Constraints provide the basis for taking a fresh look at the way an organization carries on its business, challenging traditional approaches and assumptions with an eye for lifting methods and approaches to focus on reaching goals and objectives. Adamant on the value of lifelong learning.

Strengths include bank relationship management (secured, unsecured, asset-based), business risk management and all elements of mergers / acquisitions (identification, negotiation, due diligence, integration).

Accomplished in leading complex projects such as business restructuring, comfortable with board level communication, manage teams to reach effective outcomes, development of private equity reporting systems, profitability analysis, metric development, areas involving employee / executive pension & welfare benefits and development of effective business structure / tax planning initiatives, licensing, joint ventures

EDUCATION

CORNELL UNIVERSITY, Ithaca, NY
MBA, Johnson Graduate School of Management - 1979
BS (with Distinction), Agricultural Economics and Applied Business Management - 1978

PROFESSIONAL ASSOCIATIONS - Recognize importance of giving back to the profession, serving in a leadership role in local, statewide and national organizations representing the CPA profession.

New York State Society of Certified Public Accountants:

Secretary-Treasurer, Board of Directors, Executive Committee 2015-2017; Foundation for Accounting Education (FAE) Secretary-Treasurer 2015-2016, President, 2013-2014; President-Elect, 2012-2013; FAE Trustee 2011-2014; Finance Committee 2012; Audit Committee 2011-2012; Board of Directors 2004-2008; Executive Committee 2005-2008; Vice President-State-Chapters 2007-2008; Co-Chairman, Members in Industry Committee

AICPA Council-Member - terms 2017-2020 and 2008-2011; American Countertrade Assoc.; Financial Executives Institute

PROFESSIONAL EXPERIENCE

Principal - HORIZON CFO, LLC, Clinton, NY 2004 – Present

Outsource CFO Consulting - Provide financial & business consulting services on a project basis or as an interim member of organization's management group. Services include development of financial reporting systems for private equity investments, operational and capital budgeting, global risk management, establish and monitor internal controls, financial department supervision and personnel mentoring, benefit plans, tax planning, auditing, and compliance. Industry experience - Nanotechnology Manufacturing, Mutual Insurance, Manufacturing (process manufacturing and distribution, OEM parts, consumer products, and telecommunications manufacturing), Construction Management, Not-for-Profit, Service and Governmental organizations

- **Nanotechnology Manufacturing** – Evaluation of global insurance program of company with multiple international operations for appropriate coverage given unique exposures, limits, and facilitated business interruption planning.
- **Mutual Insurance** - Assisted property & casualty insurer in the implementation of the Modified Audit Rule internal controls regulatory requirement. Provided management with compliance blueprint including identification of key controls, elimination of redundancies, and regulatory signoff requirements.
- **Manufacturing** –
 - Food manufacturing-accounting system design and software selection for a start-up food manufacturer funded through several rounds of equity financing. Company has a specialty healthy, gluten free product line, developing distribution through a group of brokers and relationships anchored by a significant Rochester, New York based food retailer.
 - Lumber treatment and distribution-CFO supervising finance group of multi-state, multi-company business entity. Manage multiple banking relationships including asset-based lending accommodation with sizable term debt and revolving line of credit. Negotiated refinancing of existing debt and emergence from default.

- OEM parts manufacturing-Elevated financial function and capabilities in line with business growth profile of a CNY manufacturer with multiple operating units and real estate holding companies. Assessed operational efficiencies and cash flow opportunities; validated and fine-tuned throughput measurement metrics to enhance profitability, identified tax-saving opportunities, and restructured bank financing. Maximized operating synergies through the acquisition of another business.
- Consumer products manufacturing- CFO of Private equity funded rollup of small candy manufacturers in a facility with significant excess capacity. Oversight of all financial functions in a multi-state, multi-company business facing numerous operational and financial challenges. Managed asset-based lending relationship. Monitored cash flow and working capital in a high leverage environment.
- Telecommunications manufacturing-CFO of start-up in the telecommunications industry delivering BPL (broadband over power line). Involved in strategic planning, development of business plan and financial business model. Established financial reporting system, tax planning and compliance.
- **Not-for-Profit** - Interim CFO of program-oriented organization during period when regional consolidation was being considered. Facilitated evaluation of merger with sister organization, and assisted in onboarding of new finance officer.
- **Service and Governmental organizations** – Business Interruption Specialist – Adjusters International, Utica, NY, Albany, Louisiana
 - New York: Implementation of disaster management software at NY State Department of Homeland Security
 - Louisiana: Supervised team of Disaster Recovery field consultants in an engagement requiring forensic accounting data extraction techniques at parish and agency levels following BP Deepwater Horizon oil spill

Vice President Finance / CFO - ECR INTERNATIONAL, INC., Utica, NY

1984 to 2003

CFO of Dunkirk Radiator, a manufacturer of highly-engineered HVAC equipment; experienced growth in sales from \$12million to \$110 million through organic expansion, a series of strategic acquisitions and a merger with a competitor, Utica Boilers, in 1999 to form ECR International, a multinational manufacturer

Direct supervision corporate-level controller; oversight of annual and long term operating and capital budget in a multi-state, cross border environment. Coordinate tax planning, internal/external reporting and compliance. Approve issuance of monthly financial statements, presented at quarterly board meetings.

Accomplishments

- Functioned as the lead person in transacting a merger of equals, four (4) acquisitions, two (2) divestitures, numerous licensing and joint ventures efforts
- Led study resulting in closing of foundry operation including identification and addressing environmental concerns
- Oversight of business insurance program that kept cost fluctuations well below industry norms
- Managed relationships with Canadian and US banking institutions
- Spearheaded business development efforts in Russia and Western Europe involving sales and licensing matters
- Established equity incentive program (stock options, restricted stock) for executives and key employees
- Managed all pension (defined contribution, defined benefit, non-qualified excess) & welfare benefit plans
- Developed programs substantially reducing post-retirement benefit liability on balance sheet
- Acted as corporate legal liaison; developed and reviewed typical business contracts and confidentiality agreements, negotiated agreements and settlements of both a contentious and non-contentious nature

Senior Accountant - DELOITTE & TOUCHE, Buffalo, NY and New York City, NY

1979-1980, 1981-1984

Commercial Loan Officer (Asset-based Lending) - HSBC, Buffalo, NY

1980-1981

COMMUNITY INVOLVEMENT

Boy Scouts of America, Adirondack Trails Council-Executive Board- 2013-present; Chairman-Audit Committee 2010-present
 Utica Rotary Club, 2003-2015; Member-Board of Directors, 2014
 Clinton Youth Hockey Board, 2004-2008; drove effort to obtain 501(c)(3) tax exemption
 President, Dunkirk Rotary Club, 1998-1999; Chairman, Chautauqua County American Red Cross, 1995-1996
 Board Member-Kirkland Town Library – 2015-2018

Directions to Prospective Board Member: Please complete this form as soon as possible and return it to:

Attn: Board Governance Committee	
502 Court Street Suite 401	
Utica, NY 13502	
Date:	11 February 2019
Referred by:	Tom Reilly

Contact Information (Home):

Name:	John Lauchert
Address:	21 Elm Street, Clinton, NY 13323
Phone:	315-272-7948
Fax:	844-362-6606
E-mail:	jlauchert@roadrunner.com

Contact Information (Work):

Company:	Horizon CFO LLC
Address:	21 Elm Street, Clinton, NY 13323
Phone:	315-272-7948
Fax:	844-362-6606
E-mail:	jlauchert@roadrunner.com
Your Title:	Principal
Assistant's Name:	n/a

Where would you prefer to receive our materials?

Home Work

Personal Information (optional)

Birthdate:	February 17, 1956
Hobbies/Special Talents:	Golf, reading, volunteer service
Personal/Professional Interests:	Recovery

Summary of Experience:

Job Experience (please attach your resume, if it's available):
Attached
Education:
Cornell University-BS (1978); Cornell University-Johnson Graduate School of Management-MBA (1979),, Commitment to lifelong learning
Professional Skills:
Certified Public Accountant-NYS (1980-present), NC
Volunteer/Board Experience:
Chairman-Chautauqua County Chapter-American Red Cross; Clinton Youth Hockey; NYS Society of CPA's; Kirkland Town Library; Executive Board-Boy Scouts of America-Revolutionary Trails / Leatherstocking Councils-Chair of Audit Committee; Foundation for Accounting Education-Chairman/President; American Institute of CPA's Council
Memberships and Associations:
NYS Society of CPA's, American Institute of CPA's
Awards/Honors:

Please help us learn more about you!

How did you hear about our organization?
Served as consultant several years ago. Personal experience in recovery. Relationship with other board members-Dave Wojnas, Brian Reese, Tom Reilly, Paul Dunn
What do you know about our organization?
Multi-faceted program delivery. Commitment to involvement in emerging recovery needs-i.e., opioid crisis.

Do you know anyone currently working or volunteering for our organization? If so, please provide name(s).

Dave Wojnas, Brian Reese, Paul Dunn, Tom Reilly

What resources can you make available to our organization? (Examples: photography skills, contacts with potential corporate donors, Internet access, etc.)

Corporate level financial management

Why do you want to join our organization's board of directors?

Would allow for me to bring my personal experiences in recovery and professional board service, business management and finance experience together in service to a worthy organization

Why do you think you would you make a good board member for our organization?

Significant meaningful board experience; personal recovery efforts. Previous experience as a consultant working for the organization was extremely valuable in providing meaningful background on organizational history, focus, funding and program effectiveness

What would you need from our organization to help you fulfill your duties as a board member?

Orientation on current initiatives, opportunities for expansion of service and delivery

Please provide any additional information:

**Form Adapted Non-Profit Nuts & Bolts Bonus
from: July 1997 — Volume 2, Number 4**

**CFLR, Inc.
Center for Family Life and Recovery, Inc.**

Conflict of Interest Disclosure Form

Date: _____

Name: _____

Position being currently sought: Board Member

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between the Center for Family and Recovery, Inc. (CFLR, Inc.) and your personal interests, financial or otherwise:

I have no conflict of interest to report

I have the following conflict of interest to report (please specify other nonprofit and for-profit boards you (and your spouse) sit on, any for-profit businesses for which you or an immediate family member are an officer or director, or a majority shareholder, and the name of your employer and any businesses you or a family member own):

1. _____

2. _____

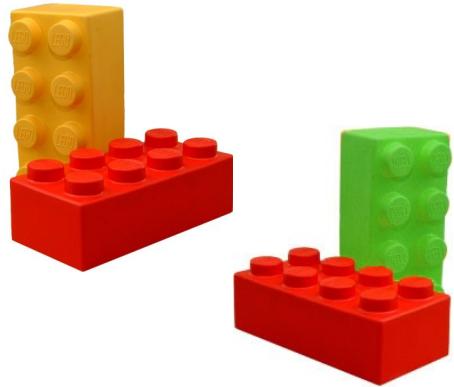
3. _____

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by, the Policy of Conflict of Interest of the Center for Family Life and Recovery, Inc. (CFLR, Inc.)

Signature: _____

Date: _____

CELEBRATING COMMUNITY CONNECTIONS



ANNUAL AWARENESS BREAKFAST

**TUESDAY, APRIL 2, 2019 8:30am
HART'S HILL INN, WHITESBORO**

Presentation of the Annual Amethyst and Advocacy Awards

Saluting our community partners who stand with us, providing help and hope for those who need it.



Please Join Us!

Help us celebrate the past year's accomplishments, our community partners, and our local leaders who made it all possible. Hear the "Pay It Forward" stories from our Peer Advocates on how they have added purpose to their own recovery. Let's look to the future and the successes to come!



Tickets:

\$25 for individuals
\$180 for a table of 8



To reserve your seat, call 315.733.1709 or visit www.WhetherThere'sHelpThere'sHope.com





CELEBRATING COMMUNITY CONNECTIONS

2019 ANNUAL AWARENESS BREAKFAST

TUESDAY, APRIL 2, 2019 8:30am
HARTS HILL INN, WHITESBORO

Registration Begins 8:15 * Breakfast Served 8:30 * Program Begins 9:00



CommUNITY Partner Booth

Includes: A skirted 6-foot display table and chairs, one complimentary breakfast, visual and verbal recognition at the event, and name mention on promotional materials and in the day-of program book.



CommUNITY Partner Table Sponsorship

Includes: Seating and breakfast for 8 of your guests at the event.

Names of Guests



CommUNITY Connection Raffle Prize

Please consider providing an item or gift basket for our CommUNITY Connection Raffle Table to support the programs and services of Center for Family Life and Recovery Inc.

Amount Enclosed:

Booth Fee \$ _____ Additional Tickets @ \$25 each # _____ Total Enclosed \$ _____

Organization _____

Contact _____ Phone _____

Address _____

City _____ State _____ Zip _____

Email _____

Booth Sponsorship Deadline: March 15, 2019

Please make checks payable to Center for Family Life and Recovery, Inc. or register online at www.WhetherHelpTheresHope.com. Please send payment and names of guests to Kathy Peters, Director of Marketing and Development, CFLR, Inc., 502 Court Street, Suite 401, Utica, NY 13502. For more information, call 315.733.1709 or email kpeters@cflrinc.org.





CELEBRATING COMMUNITY CONNECTIONS

2019 ANNUAL AWARENESS BREAKFAST

TUESDAY, APRIL 2, 2019 8:30am
HARTS HILL INN, WHITESBORO

Registration Begins 8:15 * Breakfast Served 8:30 * Program Begins 9:00



\$2,000 Sponsor

Includes: Table of eight tickets with preferred seating, company logo prominently displayed at the table, full page company ad on program book back cover, company logo prominently displayed on promotional / event materials, company logo displayed on event web page.



\$1,000 Sponsor

Includes: Table of six tickets with preferred seating, company logo prominently displayed at the table, full page company ad in program book, company listed on promotional / event materials, company listed on event web page.



\$500 Sponsor

Includes: Four tickets with preferred seating, company name prominently displayed at the table, 1/2 page company ad in program book, company listed on promotional / event materials, company listed on event web page.



\$250 Sponsor

Includes: Two tickets with preferred seating, company name prominently displayed at the table, 1/4 page company ad in program book, company listed on promotional / event materials, company listed on event web page.

Amount Enclosed:

Sponsorship \$ _____ Additional Tickets @ \$25 each # _____ Total Enclosed \$ _____

Organization _____

Contact _____ Phone _____

Address _____

City _____ State _____ Zip _____

Email _____

Sponsorship Deadline: March 15, 2019

Please make checks payable to Center for Family Life and Recovery, Inc. or register online at www.WhensHelpTheresHope.com. Please send payment and names of guests to Kathy Peters, Director of Marketing and Development, CFLR, Inc., 502 Court Street, Suite 401, Utica, NY 13502. For more information, call 315.733.1709 or email kpeters@cflrinc.org.

