

**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 4<sup>th</sup> 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 a Senior Team Management member, and our team 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. Mental health
  - c. Substance use disorders
  - d. 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.

In the next month we will be uploading our 2020 Strategic Plan and will make it accessible to all members of the community. 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.whenthereshelpthereshope.com](http://www.whenthereshelpthereshope.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 three years old and has defined its niche as an 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. Recovery
4. Advocacy

### **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 / Veterans / 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.

Audience:

- Employees of Contracted Companies: Men, women and their families.
- Training Participants: Secondary and Higher Education, 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.

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

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/Senior Management 2014</i></p> <p>Develop and implement a multi-year Financial Strategies Plan for long term program sustainability that addresses: 1.) programs to continue and grow, 2.) alignment of programs with populations served and community need, 3.) operating needs, 4.) long term sustainability and 5.) plan for 3<sup>rd</sup> party insurance payment for services. <i>Finance Department/Senior Management 2015</i></p> <p>Update the system/process for conducting research &amp; acquiring grant funding for our programs. <i>Leadership Team 2016</i></p> <p>Conduct ongoing strategic discussions to secure agency funding (programs) sources with key constituents, including partners / key leaders – federal, state, public and private dollars that align with financial strategies. <i>Senior/Leadership Team &amp; Board of Directors 2014-2020</i></p> <p>Lessen reliance upon unsustainable government funding. <i>Senior/Leadership Team 2020</i></p> <p>Continue execution of the Fund Development Plan that encompasses funding Agency administrative costs 20% of annual revenue. Additional funding received over 20% will be added to investment per policy. This plan is to be reviewed and revised annually. <i>Fund Development/Communications Department/Senior Management/Board of Directors 2014-2020</i></p>

<p>Progressive and Effective Board Leadership (KRA# 1)</p>	<p>1. Ensure there is continuity of volunteer and professional leaders who are equipped to lead the Agency.</p>	<p>Operationalize mentoring program and utilize as a tool to enhance board capacity. <i>Board of Directors 2014</i></p> <p>Continue to execute the Board Work Plan – measure effectiveness and review on a bi-annual basis. <i>Senior Management/Board of Directors 2020</i></p> <p>Identify and implement leadership training on an annual basis (retreat). <i>Senior Management/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>Progressive and Effective Internal Operations (KRA#5)</p>	<p>1. Determine the current organizational capacity for progressive and effective internal operations.</p>	<p>Review and/or revise positional structure to fit the needs of the organization that addresses: 1.) job responsibilities and priorities, 2.) organizational structure and capacity, 3.) succession planning Senior and Mid-Management level. <i>Senior/Leadership Team 2016</i></p>
	<p>2. Maximize staff resources to support changing infrastructure needs.</p>	<p>Identify key positions, skills and knowledge required for organizational advancement &amp; institute hiring and training programs accordingly. <i>Senior/Leadership Team 2014-2017</i></p> <p>Continually improve of leadership team’s supervisory and leadership skills (leadership development program). <i>Senior/Leadership Team 2014-2020</i></p> <p>Complete market salary analysis of key positions to ensure CFLR Inc. remains competitive. <i>Human Resources/Finance Departments 2017</i></p>



<p>Quality Programs and Services (KRA#2)</p>	<p>1. Be the premier agency that deals with mental health, substance use and behavioral issues.</p>	<p>Conduct an analysis of current program/s and their outcomes and assess alignment with current community needs that encompasses an environmental needs assessment. <i>Leadership Team 2015</i></p> <p>Create a CFLR, Inc. “score card” detailing program quality and impact upon the community. <i>Leadership Team 2015</i></p> <p>Position CFLR, Inc. to be the leader in the training of professional community by creating a training model on building a culture of health with a focus on clinical, prevention, recovery and advocacy needs specific to community need. <i>Leadership Team 2016</i></p> <p>Develop and implement best practice models for Dual Recovery Programs encompassing: 1.) license/certification criteria and 2.) includes youth and families. <i>Clinical Department and Senior/Management 2018</i></p> <p>Review analysis results and identify potential future programming opportunities with an outcome of doubling agency size. <i>Senior/Leadership Team 2020</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>Senior/Leadership Team 2017</i></p>

**Strategic Priority Area # 2: Impact** (*focus on community engagement*)

Key Results Area	Goal	Actions/Objectives
Strong Market Position (KRA#3)	<p>1. Increase visibility, awareness and support for CFLR, Inc. throughout the community.</p>	<p>Enhance and grow Agency Brand (effective storytelling) – work with marketing firm to create core identity. <i>Senior/Leadership Team/Board of Directors, 2014</i></p> <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>Senior/Leadership Team/Board of Directors, 2015-2020</i></p> <p>Expand service delivery area beyond current definition of Oneida and Herkimer Counties. <i>Senior/Leadership Team/Board of Directors 2019-2020</i></p> <p>Continue to measure effectiveness of CFLR, Inc. Story. <i>Senior/Leadership Team 2016-2020</i></p>
	<p>2. Position CFLR, Inc. to be recognized as the leader and voice of recovery services for individuals and families in the community.</p>	<p>Conduct strategic analysis of staff involvement with task forces; coalitions; committees; boards; groups, etc. throughout the community. <i>Leadership Team 2014</i></p> <p>Create and implement a plan for effective placement of CFLR, Inc. staff with task forces; committees; boards; groups, etc. throughout the community. <i>Senior/Leadership Team 2014</i></p> <p>Create an Agency plan that encompasses a timeliness of media messaging and community engagement during public incidents and current events related to mental health, substance use and behavioral issues. <i>Fund Development/Communications Department/Leadership Team 2015</i></p> <p>Expand placement of staff involvement in the community based on analysis and initiatives. <i>Senior/Leadership Team/Board of Directors 2019-2020</i></p>

**Strategic Priority Area # 3: Recovery**

Key Results Area(s)	Goal	Actions/Objectives
<p>Quality Programs and Services (KRA#2)</p> <p>Financial Sustainability (KRA#4)</p>	<p>1. Create and implement an aftercare program for individuals and families completing treatment from mental health, substance use and behavioral issues.</p>	<p>Continue to develop and implement of <i>Project Recover Program</i> that includes: 1.) geographic regional development, 2.) peer and community training, 3.) pillars of recovery – home, health, purpose and community, 4.) prevention focus with clinical collaboration including counseling and 5.) focus on CFLR, Inc. target populations.</p> <p style="text-align: right;"><i>Community/Prevention Department/Leadership Team</i> 2018</p>

<b>Strategic Priority Area # 4: Advocacy</b>		
<b>Key Results Area</b>	<b>Goal</b>	<b>Actions/Objectives</b>
<p>Strong Market Position (KRA#3)</p> <p>Quality Programs and Services (KRA#2)</p> <p>Progressive and Effective Internal Operations (KRA#5)</p>	<p>1. Establish advocacy messaging that aligns with the Agency’s mission and vision.</p>	<p>Convene diverse consumer and family stakeholder groups to seek input in establishing public education and awareness efforts. Focus on discrimination and improving public attitudes associated with behavioral health conditions and promote social inclusion, acceptance, support and recovery. <i>Community/Prevention Departments 2016</i></p> <p>Create and communicate an education plan for the community that includes producing Agency position papers on current “hot topic” issues within CFLR, Inc.’s mission and vision. <i>Senior/Leadership Team 2018</i></p> <p>Create and advocacy/voice around prevention messaging that is CFLR, Inc. mission and vision inclusive 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/Prevention/Clinical Programs 2018</i></p> <p>Develop and implement internal/external score card to measure Agency effectiveness-political alignment-with local, state and federal policies and decisions. <i>Senior/Leadership Team 2019</i></p> <p>Ensure that all CFLR, Inc. communications encompass increased social inclusion and include messages that reduce stigma. <i>Senior/Leadership Team 2019</i></p>