

# CENTRAL FLORIDA FOUNDATION

## The Center for Drug Free Living Inc. (See Aspire Health Partners Inc.)



### Summary

#### Contact Information

<b>Nonprofit</b>	The Center for Drug Free Living Inc. (See Aspire Health Partners Inc.)
<b>Address</b>	5151 Adanson Street Orlando, FL 32804
<b>Phone</b>	(407) 245-0045
<b>Fax</b>	(407) 245-0049
<b>Web Site</b>	<a href="http://www.cfdfli.com">www.cfdfli.com</a>

#### At a Glance

<b>IRS Ruling Year</b>	1975
<b>Former Names</b>	Thee Door
<b>Organization's type of tax exempt status</b>	Public Supported Charity

# Statements

## Statements

### **Mission**

The Center For Drug-Free Living is committed to providing individuals and families within our community the skills to achieve and maintain healthy responsible lifestyles.

We will develop and offer the highest quality prevention, intervention and treatment services at the most reasonable cost by developing relationships with the most appropriate partners.

We will preserve and respect the dignity of the people we serve and those with whom we work.

We Value:

The worth of each individual;

The ability of each individual to improve;

The needs of the whole person; and,

The need for respect and dignity of each individual.

We Believe:

The Center should be flexible and dynamic;

The Center should provide the highest quality care at the most reasonable cost;

The staff and services should reflect the make-up of the community;

The Center should maximize resources by developing partnerships within the community; and,

The Center should assume a leadership role in the development and implementation of science-based programs.

### **Impact**

In 2012, The Center for Drug-Free Living achieved a number of notable accomplishments.

1) With the aid of a Department of Veteran Affairs capital grant, The Center was able to open a brand new, residential facility for homeless female male veterans. Operation Center Focus - Women is a 28-bed, transitional housing program is located Cocoa, Florida. It assists female veterans that are coping with issues including post-traumatic stress disorder, flashbacks, broken relationships and isolation and physical trauma and pain resulting from combat related injuries.

2) The Center, along with 6 other local behavioral health agencies, founded Central Florida Cares Health System, Inc. (CFCHS), a behavioral health administrative and management organization. CFCHS is the Managing Entity for all Florida Department of Children and Families – Substance Abuse and Mental Health Program contract in Central Florida.

3) The Center was awarded several federal and state grants to expand and enhance services. They include: \$250,000 a year for 3-years from DHHS-SAMHSA-Center for Substance Abuse Treatment to expand and enhance the Orange County Family Dependency Court; \$400,000 a year for 3-years from DHHS-SAMHSA-Center for Mental Health Services trauma focused treatment services to children, adolescents and their families; 2 separate Prevention Partnership Grants from the Fla. Dept. of Children and Families to provide school-based prevention and interventions services in Orange and Seminole Counties.

## Needs

The most significant challenge facing The Center for Drug-Free Living in the coming year is the “system change” that will result from the implementation of the Patient Protection and Affordable Care Act. Healthcare Reform will change the way individuals access behavioral health services. As insurance becomes more accessible and Medicaid eligibility is expanded, the primary reimbursement mechanism for services provided by The Center will change dramatically. Service delivery, billing and record keeping will all be affected. While these challenges are daunting, they will be met and by those individuals providing the services. The needs of those we serve will remain much as they were before:

- Clothing, food, and transportation for individuals coping with homelessness;
- Educational, vocational and job placement assistance for adolescent and adults entering, or re-entering, the workforce;
- Prescription medications for individuals with co-occurring disorders; and,
- Mentors and sponsors to coach and support individuals in their recovery and re-entry into mainstream society.

## Background

The Center for Drug-Free Living, Inc. (The Center) is a comprehensive, community-based, behavioral health organization, which has been in operation since 1971. A tax-exempt, 501© (3) Florida corporation, The Center is licensed by the Florida Department of Children and Families and nationally accredited through the Commission on Accreditation of Rehabilitative Facilities (CARF). Program components include substance abuse education, prevention, intervention, outpatient and residential treatment, methadone maintenance treatment, detoxification, drug court, HIV overlay, outreach, education, testing and supportive services, aftercare and juvenile justice services. Children, families and their communities make healthy lifestyle choices. The Center provides prevention, intervention and treatment services to approximately 14,000 individuals. The Center serves the residents of Central Florida regardless of age, sex, creed, race or ability to pay. The Center has demonstrated a commitment to the provision of services that are consistent with all local, state and federal laws, regulatory provisions, and the organization’s code of ethics. With a staff of 500 professionals, The Center is strongly committed to stopping the cycle of substance abuse and violence within our community in an effort to achieve and maintain substance-free status, make healthy lifestyle choices and to establish stable and supportive environments. In 1971, under the Orange County Health Department *Project (407)* (The Center) opened as the first drug rehabilitation center in the Central Florida area. *Project 407* was incorporated as a not-for-profit organization under the name *Thee Door* and the agency’s first major service expansion came in 1972 with the opening of the first methadone treatment program in area. In 1976 the Alpha Center opened targeting youth ages 8 – 12 who were at risk for substance abuse and delinquency. Alpha’s success paved the way for expansion and today the agency provides school-based services in 3 counties to elementary, middle and high-school students. In 1982 the agency changed its name to *The Center For Drug - Free Living, Inc.* and developed expansions and enhancements of diversified services designed to meet the growing needs of the community. Since that time the Center has opened 3 juvenile justice rehabilitation programs and merged with CENTAUR to provide supportive services to HIV/AIDS clients across Central Florida. Over the last 42 years, The Center has gained the respect and continued support of community members and organizations across Central Florida in promoting healthy, responsible lifestyles.

## **CEO/Executive Director Statement**

The goal to succeed is a universal one, but the ability to exceed that goal is based on one's ability to rise to the challenge. With constant media reports of budget cuts, faltering economies, and increasing demands for services, our society has been inundated with messages of "crisis overload"; seemingly endless dilemmas lacking solid, overall solutions. As budgets continue to shrink The Center is doing more with less. We are looking at the challenges put before us not as obstacles, but as opportunities to grow as an organization, to improve our business practices, and to enhance our services.

Simply stated, The Center is in the business of change. Every day we provide individuals and families across Central Florida the tools and skills needed to achieve and maintain healthy, responsible lifestyles. Now, we must take those same core principal, theories and practices of change and apply them to our daily internal operations. This year, The Center took major steps in that direction by launching a new Electronic Clinical Record system which allows for more streamlined processing of client data as well as organizational accountability. In addition, "Center Connect" a web-based treatment modality using webcam conferencing, was introduced as an option for outpatient services clients.

The face of our client population is also changing. They have more complex issues which require new treatment methods. The Center has also responded to the need for substance abuse and mental health services for our nation's veterans by expanding our continuum of services for this continually increasing population. Recently, The Center was awarded two grants from the Department of Veteran Affairs. With these grants, The Center opened a 32-bed homeless male veteran's facility in 2011 and will open a 28-bed facility for homeless female veterans in 2012.

Ben Franklin once said, "When you're finished changing, you're finished." For over 40 years, The Center has provided quality, evidence-based prevention and treatment services to communities across Central Florida proving that we are not finished; that we are rising to the challenge of change.

## **Board Chair Statement**

Change can be defined as "the process of becoming different." This year, change was especially critical for The Center's evolution process. Economic instabilities and technological advances are reshaping how we as a society and as a business operate. No longer can we rely on the systems and performances of the past. To remain a leader in our community and the behavioral healthcare field we chose to implement necessary organizational changes including technological upgrades and the expansion/enhancement of our services to ensure our clients continue to receive the most innovative, quality services available.

The Center's mission – respect and dignity for those we serve; valuing the ability of each individual to improve; and believing The Center should be flexible and dynamic – still remain the driving force behind our success. The Center continues to remain at the forefront of our field by expanding partnerships in Osceola and Seminole Counties and with the Veteran's Administration. In addition, The Center continues to strive to find new ways of diversifying its funding sources as well as developing a branding and marketing strategy to adapt to a changing non-profit industry.

We are extremely proud of our management team and staff who truly makes the difference at The Center. Now more than ever, they have proven this by delivering strong program outcomes, results, and client satisfaction. Our board is enthusiastic about The Center's future as it focuses on implementing changes based on innovation, creativity, and action. The Center has made a significant impact on my life as well as many others within our community. It has been a very rewarding experience and personal privilege serving as Chairman of this great organization. As always, I thank you for your continued support of The Center For Drug-Free Living, Inc. and its mission of promoting healthy, responsible lifestyles across Central Florida.

## Areas of Service

### **Geographic Areas Served**

## **Areas**

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FL - Orange

FL - Osceola

FL - Brevard

FL - Seminole

The Center is a large and dynamic organization with multiple programs serving and operating within four major Central Florida counties including Orange, Osceola, Brevard, and Seminole. The Center serves residents from all counties, towns, neighborhoods, and zip codes.

## **Service Categories**

### **Primary Organization Type**

Mental Health & Crisis Intervention

### **Secondary Organization Type**

Crime & Legal - Related

### **Tertiary Organization Type**

Diseases Disorders & Medical Disciplines

# Programs

## Programs

### Treatment Services

#### **Description**

The Center's *Substance Use, Mental Health & Co-occurring Disorder Treatment Services* division is comprised of eighteen (18) individual programs that provide a full continuum of treatment services. These programs target a wide variety of populations including Adolescents, Pregnant & Post-partum Women and their children, Adult Men & Women, Homeless Male & Female Veterans, Older Adults and the Medically Challenged. Each program is tailored to meet the unique needs of its target population with many designed to address the specific gender or cultural differences of their clients. All programs include individual, family, and group counseling, psycho-educational services, life skills classes, relapse prevention education.

Programs in this division include:

- Assessment & Screening
- Addiction Receiving Facility / Detox
- Outpatient Detoxification
- Medication Assisted Treatment Program
- Adolescent Outpatient Services (Project 321)
- Brevard Outpatient Center
- Ivey Lane Outpatient Services
- Nueva Vida Outpatient Services
- Orlando Outpatient Center
- Osceola Outpatient Center
- Adolescent Residential Program
- Brevard Women's Residential
- Men's Residential Recovery Program (MRRP)
- Orange County Women and Children's Services (PPWI)
- Orange County Drug Court & DUI Program
- Orange County Central Receiving Center (CRC)
- Operation Center FOCUS - Homeless Male Veterans
- Operation Center Focus - Homeless Female Veterans

#### **Class Code**

#### **Class Sub Code**

#### **Population Served**

Homeless

#### **Budget**

\$0.00

#### **Long Term Success**

The goal of The Center's Treatment Services division is the *"promotion of healthy, responsible lifestyles"*. Specific goals for each program vary but all are based on this same core principle.

#### **Short Term Success**

#### **Program Success Monitored By**

#### **Examples of Program Success**

## Prevention & Intervention Services

<b>Description</b>	<p>The Center's <i>Delinquency, Substance Use, Mental Health &amp; Co-occurring Disorder Prevention &amp; Intervention Services</i> division is comprised of more than thirteen (13) individual programs. The provide School and Community-Based Prevention &amp; Intervention Services to a wide variety of populations including Children, Adolescents, Adults and Elders.</p> <p>These include:</p> <ul style="list-style-type: none"><li>• Alpha</li><li>• FOCUS (Family Opportunities for Caring, Understanding, &amp; Success)</li><li>• Back On Track</li><li>• Breaking the Cycle/Family Enrichment Program</li><li>• Arthur Jackson Midnight Basketball</li><li>• Brevard Prevention &amp; Intervention Services</li><li>• Keep Kids Drug-Free Regional Prevention Center</li><li>• Neighborhood Enrichment Centers</li><li>• New Horizons</li><li>• To Your Health! &amp; BRITE (Older Adult Services)</li><li>• Osceola County Prevention &amp; Intervention Services</li><li>• Village House Programs</li><li>• Violence Interruption Program (VIP)</li></ul>
<b>Class Code</b>	Mental Health, Substance Abuse
<b>Class Sub Code</b>	Mental Health Treatment
<b>Population Served</b>	Children and Youth (infants - 19 years.) Adults Aging/Elderly/Senior Citizens
<b>Budget</b>	\$0.00
<b>Long Term Success</b>	
<b>Short Term Success</b>	
<b>Program Success Monitored By</b>	
<b>Examples of Program Success</b>	

## Juvenile Justice Services

### **Description**

The Center's Juvenile Justice Residential Commitment Services provides residential care, custody and treatment services for adolescents committed to the Florida Department of Juvenile Justice. The division includes separate programs, each serving a different population.

Brevard Group Treatment Home (BGTH) – 30-bed, Low Risk program for adolescent males ages 12-15. Boys committed to the program remain in treatment for an average of 4 to 6 months. During their stay, residents attend school on site and receive individual, group and family counseling.

Francis Walker Halfway House (FWHH) – 30-bed, Moderate Risk program for adolescent females ages 13-18. Girls committed to the program remain in treatment for an average of 6 to 9 months. The program provides comprehensive gender specific programming which addresses and supports the developmental process of female adolescents. During their stay, residents attend school on site and are provided extensive health education, nutrition classes, substance abuse treatment and prevention education, CPR certification, parenting and pre-vocational skills. They also receive individual and group counseling. Attention is also placed on addressing issues of grief, domestic violence, stress, sexual abuse and substance abuse.

### **Class Code**

### **Class Sub Code**

### **Population Served**

**Budget** \$0.00

### **Long Term Success**

### **Short Term Success**

### **Program Success Monitored By**

### **Examples of Program Success**



## CENTAUR - HIV/AIDS & Hepatitis Services

<b>Description</b>	The mission of CENTAUR is to reduce the incidence of HIV and Hepatitis infection in our community and to improve the quality of life for persons who are infected or affected by HIV/AIDS and/or Hepatitis. Services are designed to address the factors associated with the risk or progression of infection. CENTAUR provides confidential testing; mental health counseling; community referrals; comprehensive education sessions; and substance abuse assessment & counseling. In addition, CENTAUR also provides HOPWA (Housing Opportunities for Persons with HIV/AIDS) services for those individuals infected with HIV/AIDS and are experiencing a threat of homelessness or are already homeless. Program services include short-term rental, mortgage, and/or utility assistance for people living with HIV/AIDS and their families. In addition, facility-based housing is available, based on eligibility, for those people living with HIV/AIDS in need of substance abuse and/or mental health treatment services. In addition to being a HOPWA provider, CENTAUR is also a Ryan White provider.
<b>Class Code</b>	
<b>Class Sub Code</b>	
<b>Population Served</b>	Adults At-Risk Populations Homeless
<b>Budget</b>	\$0.00
<b>Long Term Success</b>	
<b>Short Term Success</b>	
<b>Program Success Monitored By</b>	
<b>Examples of Program Success</b>	

## Zebra Coalition

### **Description**

The Zebra Coalition<sup>®</sup> is a network of Central Florida social service providers, government agencies, schools, and colleges and universities that provide a full continuum of services to at-risk LGBT+ youth ages 13 – 24. The Coalition assists young people facing homelessness; bullying; physical, sexual and drug abuse; and isolation from their families with individualized programs to guide them to recovery and stability.

Zebra Coalition<sup>®</sup> provides:

- o Drop-in center
- o 24-hour youth crisis hotline
- o Groups, workshops and activities
- o Short-term housing
- o Food and clothing
- o Medical resources and care
- o Mental health counseling
- o Drug and alcohol addiction counseling
- o Continuing education
- o Employment assistance
- o Transportation
- o Aftercare and ongoing counseling
- o Intervention-peer support

### **Class Code**

Housing, General/Other

### **Class Sub Code**

Transitional Housing

### **Population Served**

Homeless Families Other Named Groups

### **Budget**

\$0.00

### **Long Term Success**

### **Short Term Success**

### **Program Success Monitored By**

### **Examples of Program Success**

### **CEO Comments**

Due to the restrictions of its various funding sources, The Center develops an individual budget for each of its individual programs. However, for the purpose of this portrait, The Center has consolidated its more than forty programs into five (5) categories.

# Management

## CEO/Executive Director

<b>Executive Director</b>	Mr. Dick Jacobs
<b>Term Start</b>	Oct 1977
<b>Email</b>	djacobs@cfdfl.com

### **Experience**

Dick Jacobs holds a Masters Degree in Clinical Psychology from the University of Central Florida, is a licensed Marriage and Family Therapist, and a Certified Addictions Professional. Mr. Jacobs is an Approved Clinical Supervisor for Family Therapy in Florida and a Clinical Member of The American Association of Married and Family Therapy.

He is currently the President/CEO for The Center For Drug-Free Living (The Center) where he is responsible for the services delivery and oversight of \$30 million dollar, 500 employee organization. The Center is a comprehensive behavioral healthcare company providing prevention, intervention, and treatment services in the areas of substance abuse, mental health, and co-occurring disorders. The Center serves children through older adults, criminal justice adolescents and adults, and HIV at risk and positive individuals. Settings of services include residential, school-based, community based, outpatient and in-home.

During his 34 years with The Center, Mr. Jacobs has co-written or collaborated on numerous grants funded through SAMHSA. These include: Pregnant and Post Partum Women and Infants Grant (CSAT), HIV Heroin and Women's Treatment Target Capacity Expansion grants; Community Prevention: Orlando Fights Back (CSAP) and Family Strengthening (CSAP); Therapeutic Children Care (Children and Abandon Infants.) These projects have all involved intensive collaboration of services and systems within the community.

Nationally, Mr. Jacobs has been a field reviewer for the Treatment Improvement Protocol (TIP) on Intensive Outpatient Treatment (CSAT). He has been a member of the Training Sub-Committee of the Clinical Trials Network (NIDA) and is active in research efforts with the CTN at The Center.

Statewide, Mr. Jacobs was a founding board member and past president of the Certifications Board of Addictions Professionals of Florida, as well as a past board member of the International Certification Reciprocity Consortium. He presently is a Board Member of the Florida Alcohol and Drug Abuse Association. He has been a trainer throughout the state in the areas of Family Therapy, Clinical Supervision, Thinking Clinically, Treatment Planning, Working with the Resistant Client and Substance Abusing Family Systems. Dick has participated on several statewide task forces sponsored by the State of Florida's Alcohol, Drug Abuse and Mental Health Department (ADM) on 65D-30 Rule Rewrite, Co-Occurring Disorders, and Aftercare Program Development. He currently is involved with ADM and the University of Miami in the Peer Quality Improvement Project.

## Former CEOs

<b>Name</b>	<b>Term</b>
Dr. Donald Jerry Feulner	1978 - Oct 2001
Marge Jackson LaBarge	1972 - 1978

## Senior Staff

Mr. Eric Horst

**Title** Chief Financial Officer

## **Experience/Biography**

Eric Horst joined The Center in October of 1998 as Chief Financial Officer. Formerly the CFO at Florida Hospital Fish Memorial, he was responsible for the operational execution of a thirty-seven million dollar budget and oversaw Plant Operations, Environmental Services, Materials Management, Information Systems, Accounting, Patient Business Services and Nutritional Services. Eric oversaw the construction and equipping of a forty-five million dollar replacement hospital and the construction of an eight million dollar medical office building. In addition, he was responsible for the transition of the hospital from public to private ownership and establishment of new systems and related policies. Most recently, Eric served as Assistant Director of Operations at Florida Hospital Health Care System in Orlando where his responsibilities included implementation and operational responsibility for risk and non risk payers. He also had operational responsibility for services provided to other contracted integrated delivery networks. Eric received his Master of Business Administration degree from the University of South Florida and his Bachelor of Arts degree in Accounting from Michigan State University. He is a member of the Health Care Financial Management Association and the Florida Institute of Certified Public Accountants.

### Dr. Stacy Seikel

#### **Title**

Medical Director

#### **Experience/Biography**

Dr. Seikel attended medical school at the University of Oklahoma, graduating in 1985. She completed her residency at the University of Florida in 1989, with a Board Certification in Anesthesiology. Dr. Seikel was in private practice from 1989-2000, in Orlando, Florida, specializing in high-risk obstetrical anesthesia and pain management. She moved into the field of Addictionology in 2000, with a specialty focus on clients who have addictive disorders and chronic pain syndromes. Dr. Seikel has been with The Center For Drug-Free Living since January 2001, and moving into the position of Medical Director. As medical director she oversees medical and psychiatric services for all of the Centers' programs including detoxification, methadone clinics, residential facilities and The Department of Juvenile Justice programs. She is on the Board of Directors at the Health Care Center for the Homeless and Primary Care Access Network. Currently, Dr. Seikel is chairing a steering committee to replicate The Healing Place, a residential recovery program for homeless substance abusers. The program components include a shelter, social setting detox and a 150 bed year long recovery program. She is a member of the American Society of Addiction Medicine and the American Academy of Pain Medicine.

Mr. Bob Turner

**Title**

Vice President Corporate Compliance

**Experience/Biography**

Bob has been with The Center since 1977 and has held numerous leadership positions such as Vice President of Human Resources, Director of Methadone Maintenance Treatment Program and Director of the Treatment Alternative to Street Crime (T.A.S.C.) Program. Prior to coming to The Center Bob held positions with Orange County Court Alternatives, State of Florida Division of Public Assistance Fraud, the City of Orlando's Human Relations Department, Orlando Youth Programs, Inc at both the Naval Training Center and McCoy Air Force Base. Currently he is a member of Florida Alcohol and Drug-Abuse Associations Executive Board as Vice President of Minority Affairs / Issues. Bob has a Bachelor of Science degree in Sociology with a Minor in Anthropology from Florida A&M University and is a Certified Addictions Professional, a National Certified Addictions Counselor II, a National Certified Alcohol & Drug Counselor, a Licensed Health Care Risk Manager, Master Addictions Counselor Endorsement, Certified Criminal Justice Specialist and Certified in Corrections.

Ms. Linda van Kaam

**Title**

Vice President of Finance

**Experience/Biography**

Ms. van Kaam has been with The Center since 1978 with a brief leave to work as Fiscal Administrator for Project III (1982-85). She has a Bachelor of Science degree in Business Administration with a Major in Accounting from the University of Central Florida.

Mr. Richard Daves

**Title**

Vice President of Operations

**Experience/Biography**

Mr. Daves has been with The Center since 1987, having formerly served on its Board of Directors for four years. Richard holds certificates from the University of Florida, Florida School of Banking, the American Institute of Banking and has attended Charter Oak College and Rollins College. Richard serves on the board of directors of T.D. Associates, Inc., The Center's Capital Budget, Facilities, and Safety Committees. Richard is also a State of Florida Licensed Health Care Risk Manager, and has served as an officer for several banks in the Northeast and Central Florida areas for over twenty years.

Ms. Christine Suehle

**Title**

Vice President of Business Development

**Experience/Biography**

Christine Suehle, Vice President of Business Development, has been with The Center for over 15 years. Her previous roles within the Center have been Development Manager and Director of Development. Ms. Suehle holds a Master's degree in Public Administration with over 20 years of experience in fund development. Ms. Suehle has experience in public budgeting, program development, grant writing, evaluation and related areas. Ms. Suehle is a member of FADAA and serves on the FADAA membership committee. She has received several awards to include the Director of the Year award, the Shining Star Team Award, the Champion's Circle Award and the "Walk the Walk" award.

Ms. Babette Hankey

**Title**

Chief Operating Officer

**Experience/Biography**

Babette Hankey is the Chief Operating Officer for The Center for Drug-Free Living, in Orlando, Florida. The Center is a \$28 million comprehensive behavioral healthcare prevention, intervention, treatment, and juvenile justice company. As the Chief Operating Officer, Babette is responsible for all functions of the company and in addition she is responsible for grants and funding opportunities, the administrative/business functions of the agency including: strategic planning and development; human resources; government affairs; program development, community and public relations; and contract management. Additionally, she provides management direction for all prevention, treatment and juvenile justice services provided by the agency. During her tenure at The Center, the company's operating budget has increased by \$17 million.

Ms. Hankey joined The Center in 1995, after working five years in the White House Drug Policy Office in the areas of budget and legislation during both the Bush and Clinton Administrations. She was responsible for National Drug Control Strategy and Budget development, legislative overview and prevention and treatment program development. She was instrumental in the development of the first Community Partnership programs and Targeted Capacity Expansion programs as well as prioritizing services for women and their children. As a result of her commitment to women and children issues, she was nominated by (then) Director of ONDCP, Dr. Lee P. Brown and received the 1994 Federal Women's Achievement Award.

Ms. Hankey continues to work on many cross-cutting substance abuse and behavioral healthcare issues at the State and National levels. She is one of 11 individuals appointed to the Florida Governor's Drug Advisory Council. Ms. Hankey also was appointed to the Orange County Chairman's Jail Oversight Commission and served as the co-chair for the substance abuse and mental health subcommittee.

Ms. Hankey received her Bachelor's Degree from the University of Maryland and holds a Master's Degree in Criminal Justice. Her thesis, "Breaking the Cycle of Addiction and Crime" among the most vulnerable, children of substance abusing and criminally involved parents, has been recognized as a model and is currently funded by the State of Florida and being implemented throughout Central Florida. Ms. Hankey also has her certification as Certified Addictions Prevention Professional (CAPP).

Staff

<b>Full Time Staff</b>	442
<b>Part Time Staff</b>	113
<b>Volunteers</b>	73
<b>Contractors</b>	7
<b>Retention Rate</b>	80%

State Information

<b>State Charitable Solicitations Permit?</b>	Yes Mar 2014
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# Plans & Policies

## Plans and Policies

<b>Organization has a Fundraising Plan?</b>	No
<b>Organization has a Strategic Plan?</b>	Under Development
<b>Management Succession Plan?</b>	No
<b>Organization Policy and Procedures</b>	Yes
<b>Nondiscrimination Policy</b>	Yes
<b>Directors and Officers Insurance Policy</b>	Yes

## Management Information

<b>Whistleblower Policy</b>	Yes
<b>Document Destruction Policy</b>	Yes
<b>Management Reports To Board</b>	Yes
<b>CEO/Executive Director Formal Evaluation</b>	Yes
<b>CEO/Executive Director Formal Frequency</b>	Annually
<b>Senior Management Formal Evaluation</b>	Yes
<b>Senior Management Formal Evaluation Frequency</b>	Annually

## Collaborations

The Center for Drug-Free Living, Inc., and its affiliates T.D. Associates and the Central Florida Foundation for a Drug-Free Community, rely on various collaborations within the community in order to further its mission of “promoting healthy, responsible lifestyles”. Chief among these are the various federal, state and local governments who license and fund the services provided by The Center. At the forefront of these collaborations are the Florida Departments of Children and Families, (DCF) and Juvenile Justice, (DJJ). All Substance abuse prevention, intervention and treatment services provided by The Center are licensed by DCF. The Center also works with DCF to develop appropriate rules and laws governing the provision of these services. Additionally, The Center works directly with DJJ to enhance existing services and develop new capacity. One of the newest and most exciting collaborations is with the Department of Veterans Affairs. Through the VA’s Grant and Per Diem Program, The Center is currently constructing two separate facilities to serve Homeless Veterans. The first is a 32 bed facility for men that is scheduled to open in Spring of 2010 in Orange County. The second is a 28 bed facility for women and their children that is scheduled to begin construction in Fall of 2010 in Brevard County. These services have been identified as a priority by the VA.

## Affiliations

<b><u>Affiliation</u></b>	<b><u>Year</u></b>
United Way Member Agency	1986

## External Assessments and Accreditations

<b><u>Assessment/Accreditation</u></b>	<b><u>Year</u></b>
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Commission on Accreditation of Rehabilitation Facilities (CARF) - Behavioral Health - 3 Year Accreditation	2009
Commission on Accreditation of Rehabilitation Facilities (CARF) - Opioid Treatment Program - 3 Year Accreditation	2009
Commission on Accreditation of Rehabilitation Facilities (CARF) - Behavioral Health - 3 Year Accreditation	2012
Commission on Accreditation of Rehabilitation Facilities (CARF) - Opioid Treatment Program - 3 Year Accreditation	2012

## Awards

<b>Award/Recognition</b>	<b>Organization</b>	<b>Year</b>
The Beacon Award-Celebrating Diversity in Greater Orlando's Workforce (Nonprofit Category)	Multiple-Orlando Chapter of National Association of Women Business Owners, Walt Disney World Resort, the YaYa Network, and Orlando Business Journal's Diversity Works initiative.	2011

# Governance

## Board Chair

<b>Board Chair</b>	Ms. Serena Sacks
<b>Company Affiliation</b>	Florida Virtual School
<b>Term</b>	July 2013 to June 2014

## Board CoChair

<b>Board CoChair</b>	Mr. David Heffernan
<b>Company Affiliation</b>	Valencia College
<b>Term</b>	July 2013 to June 2014

## Board Members

<b>Name</b>	<b>Affiliation</b>	<b>Status</b>
Ms. Barbara Abramson	Community Volunteer	Voting
Dr. Preston Adams	Joint Heirs Christian Center	Voting
Hon. Jon Bateman	Altamonte Springs city Commission	Voting
Capt. Kip Beacham	Seminole County Sheriff's Department	Voting
Capt. Kip Beacham	Seminole County Sheriff's Office	Voting
Mr. Paul F. Bryan	Paul F. Bryan Mediation, P.A.	Voting
Mr. Carlos Burruezo	Little Mendelson, P.A.	Voting
Mr. Mark Cady	Watermark Media	Voting
Mr. Lynn Capraun	Retired	Voting
Mr. David Christner	Christner's	Voting
Mr. Andrew Davis	US Trust	Voting
Mr. Gary Ehrlich	BlueGreen Corporation	Voting
Ms. Amy Enval	Barry University School of Law	Voting
Ms. Carol Felsing	Carr, Riggs & Ingram, LLC	Voting
Ms. Karen Floria	Central Florida Zoo	Voting
Mr. Joe Gallagher	Financial Advisor	Voting
Mr. Joe Goldstein	Signature Flight Support	Voting
Mr. Tom Grant	Seaside National Bank & Trust	Voting
Ms. Linda Gregory	Community Volunteer	Voting
Mr. David Heffernan	Valencia College	Voting
Mr. Robert Holborn	Weiss Legal Group	Voting
Hon. Colleen Hufford	Casselberry City Commission	Voting
Dr. Mimi Hull	Hull & Associates	Voting
Mr. Forbes Johnson	Community Volunteer	Voting
Ms. Hortense Jones	Retired	Voting
Cheif Dennis Lemma	Seminole County Sheriff's Office	Voting
Hon. Jo Ann Lucarelli	Lake Mary City Commission	Voting

Mr. Sam Lupfer	Community Volunteer	Voting
Ms. Ida Mazar	Seminole County Public Schools	Voting
Mr. Reggie McGill	City of Orlando	Voting
Mr. Carlos Morell	First Southern Bank	Voting
Ms. Mary Perez	Retired	Voting
Ms. Serena Sacks	Florida Virtual School	Voting
Ms. Beth Smith	Morgan Keegan	Voting
Ms. Beth Smith	Raymond James	Voting
Ms. Mary Sneed	Fowler, O'Quinn, Feeney & Sneed, P.A.	Voting
Mr. Jefferson R. Voss	Tavistock	Voting
Ms. Michelle Ward	Orlando Utilities Commission	Voting
Lin Wilensky	Retired	Voting

### Board Demographics - Ethnicity

<b>African American/Black</b>	5
<b>Asian American/Pacific Islander</b>	0
<b>Caucasian</b>	31
<b>Hispanic/Latino</b>	3
<b>Native American/American Indian</b>	0
<b>Other</b>	0

### Board Demographics - Gender

<b>Male</b>	22
<b>Female</b>	17
<b>Not Specified</b>	0

### Governance

<b>Board Term Lengths</b>	2
<b>Board Term Limits</b>	0
<b>Board Meeting Attendance</b>	58%
<b>Number of Full Board Meetings Annually</b>	6
<b>Written Board Selection Criteria?</b>	No
<b>Written Conflict of Interest Policy?</b>	Yes
<b>Percentage Making Monetary Contributions</b>	50%
<b>Percentage Making In-Kind Contributions</b>	100%

### Risk Management Provisions

Automobile Insurance

Automobile Insurance and Umbrella or Excess Insurance  
Blanket Personal Property  
Boiler and Machinery  
Business Income  
Commercial General Liability  
Commercial General Liability and D and O and Umbrella or Excess and Automobile and Professional  
Commercial General Liability and Medical Malpractice  
Computer Equipment and Software  
Crime Coverage  
Directors and Officers Policy  
Disability Insurance  
Employee Benefits Liability  
Employee Dishonesty  
Employment Practices Liability  
Flood  
General Property Coverage  
Improper Sexual Conduct/Sexual Abuse  
General Property Coverage and Professional Liability  
Inland Marine and Mobile Equipment  
Internet Liability Insurance  
Life Insurance  
Medical Health Insurance  
Medical Malpractice  
Professional Liability  
Renter's Insurance  
Risk Management Provisions  
Special Event Liability  
Umbrella or Excess Insurance  
Water Craft and Aircraft  
Workers Compensation and Employers' Liability  
Workplace Violence

## Standing Committees

Finance  
Nominating  
Operations  
Audit, Compliance and Controls

## Comments

Change is a constant in our society and for more than 41 years, The Center for Drug-Free Living has been helping individuals and communities in Central Florida make the changes necessary to achieve and maintain “healthy, responsible lifestyles”. Every day we work with individuals and families to help them develop the tools and skills needed to make positive changes in their lives.

As our society and communities change, we must take those same core principals, theories and practices of change and apply them to our daily internal operations. Healthcare reform, and the myriad avenues of change associated with it, is one of the most significant challenges faced by behavioral health providers in decades. While this challenge may be seen as a daunting obstacle by some, it also presents opportunities to grow as an organization, to improve our business practices, and to enhance our services.

In June of this year, The Center took a major step towards meeting this challenge when we announced our intent to merge with two of our community's largest behavioral health providers: Lakeside Behavioral Healthcare and Seminole Behavioral Healthcare. Together, these three companies will form Aspire Health Partners. This new company will build upon the unique strengths of each of its founding members. We will take the best practices of each organization and implement them throughout this new company to provide more in-depth and comprehensive services to our clients. This collaboration will create a more effective and efficient system of care that eliminates duplication of services and maximizes resources. Our goal is to increase client and community access to services and to removal of obstacles to getting help.

Over the next year, teams comprised of Directors and employees will work to blend the three organizations together into one company. When complete, Aspire Health Partners will have approximately 1,500 employees and provide programs and services in Orange, Seminole, Osceola and Brevard counties. As we work towards the anticipated completion of this merger in July of 2014, The Center will maintain its independent 501 (c) 3 status. The focus during this next year will be on Administrative and Operational functions. Program services will remain largely unchanged and services will continue to be delivered as specified by existing contracts and grants.

We are excited about this new chapter in the history of our company and look forward to working with leaders in our community to build the best system of care possible.

Dick Jacobs

President & CEO

# Financials

## Fiscal year

<b>Fiscal Year Start</b>	July 01, 2013
<b>Fiscal Year End</b>	June 30, 2014
<b>Projected Revenue</b>	\$26,533,647.00
<b>Projected Expenses</b>	\$26,337,046.00
<b>Endowment Value</b>	\$0.00
<b>Percentage</b>	0%

## Detailed Financials

### Revenue and Expenses

<b>Fiscal Year</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
<b>Total Revenue</b>	\$30,147,654	\$30,354,148	\$28,058,907
<b>Total Expenses</b>	\$29,949,456	\$28,749,682	\$27,505,589

### Revenue Sources

<b>Fiscal Year</b>	<b>2012</b>	<b>2011</b>	<b>2010</b>
<b>Foundation and Corporation Contributions</b>	\$0	\$912,904	\$0
<b>Government Contributions</b>	\$25,082,765	\$23,745,424	\$24,333,760
<b>Federal</b>	\$0	\$0	\$0
<b>State</b>	\$0	\$0	\$0
<b>Local</b>	\$0	\$0	\$0
<b>Unspecified</b>	\$25,082,765	\$23,745,424	\$24,333,760
<b>Individual Contributions</b>	\$654,835	\$834,750	\$425,971
<b>Indirect Public Support</b>	\$0	\$0	\$0
<b>Earned Revenue</b>	\$4,344,251	\$3,294,744	\$3,179,636
<b>Investment Income, Net of Losses</b>	\$2,652	\$1,518	\$375
<b>Membership Dues</b>	\$0	\$0	\$0
<b>Special Events</b>	\$24,121	\$28,029	\$25,137
<b>Revenue In-Kind</b>	\$143,112	\$1,658,898	\$143,112
<b>Other</b>	\$39,030	\$20,993	\$94,028

## Expense Allocation

Fiscal Year	2012	2011	2010
Program Expense	\$26,757,303	\$25,695,564	\$22,789,470
Administration Expense	\$3,192,153	\$3,054,118	\$4,716,119
Fundraising Expense	\$0	\$0	\$0
Payments to Affiliates	\$0	\$0	\$0
Total Revenue/Total Expenses	1.01	1.06	1.02
Program Expense/Total Expenses	89%	89%	83%
Fundraising Expense/Contributed Revenue	0%	0%	0%

## Assets and Liabilities

Fiscal Year	2012	2011	2010
Total Assets	\$16,896,562	\$16,144,933	\$13,056,164
Current Assets	\$6,424,374	\$6,702,567	\$7,369,258
Long-Term Liabilities	\$4,813,054	\$4,562,740	\$3,133,012
Current Liabilities	\$2,752,270	\$2,449,153	\$1,844,579
Total Net Assets	\$9,331,238	\$9,133,040	\$8,078,573

## Short Term Solvency

Fiscal Year	2012	2011	2010
Current Ratio: Current Assets/Current Liabilities	2.33	2.74	4.00

## Long Term Solvency

Fiscal Year	2012	2011	2010
Long-Term Liabilities/Total Assets	28%	28%	24%

## Top Funding Sources

Fiscal Year	2012	2011	2010
Top Funding Source & Dollar Amount	Government (Unspecified) \$25,082,765	State Government \$15,753,456	Government \$24,333,760
Second Highest Funding Source & Dollar Amount	Earned Revenue \$4,344,251	Local Government \$7,414,868	Earned Revenue \$3,179,636
Third Highest Funding Source & Dollar Amount	Individuals, Foundations, Corporations \$654,835	Earned Revenue \$3,294,744	Individuals, Foundations, Corporations \$425,971

## Capital Campaign

Currently in a Capital Campaign?	No
Goal	0
Capital Campaign Anticipated in Next 5 Years?	Yes

## Comments

### Foundation Comments

Financial figures taken from 990s.

Audits include affiliates and could not be used to reconcile.

2012: Inkind revenues includes donated services and facilities as reported on the 990. This figure is not included in total revenues.

# Disaster Plans

## Disaster Plans

**Organization is a member of Voluntary  
Organizations Active in Disaster (VOAD)?**

No