



Onondaga County Legislature

DAVID H. KNAPP

County Legislator – 12th District
PO Box 467, LaFayette, New York 13084
Leg (315) 435-2070 • Cell (315) 558-0154
davidknapp@ongov.net

PLANNING & ECONOMIC DEVELOPMENT COMMITTEE AGENDA

Livestream Available: <https://www.facebook.com/OnondagaCountyLegislature>

**9:30 a.m.
March 20, 2024**

**401 Montgomery St., Room 407 Court House
Syracuse, New York 13202**

- A. Approval of the minutes of the previous meeting.
- B. Presentation of Resolutions and Local Laws:

1. ONONDAGA CIVIC DEVELOPMENT CORPORATION (OCDC):

- a. Confirming Appointments by the Chairman of the Onondaga County Legislature to the Board of Directors of the Onondaga Civic Development Corporation
(Christopher Daniel, Michael LaFlair, Kimberly Townsend) (*Sponsored by Mr. Burtis*)

2. PLANNING DEPARTMENT:

- a. INFORMATIONAL: Quarterly Update on Comprehensive Plan Implementation Packages

- C. Adjournment

April 2, 2024

Motion Made By Mr. Burtis

RESOLUTION NO. _____

CONFIRMING APPOINTMENTS BY THE CHAIRMAN OF THE ONONDAGA COUNTY
LEGISLATURE TO THE BOARD OF DIRECTORS OF THE ONONDAGA CIVIC DEVELOPMENT
CORPORATION

WHEREAS, the Chairman of the Onondaga County Legislature has duly appointed and designated, subject to confirmation by the Onondaga County Legislature, the following individuals to serve as the Chairman's appointees to the Board of Directors of the Onondaga Civic Development Corporation:

APPOINTMENT:

Christopher Daniel
8081 Pickett Lane
Cicero, New York 13039

TERM EXPIRES:

October 6, 2024

REAPPOINTMENTS:

Michael LaFlair
221 Horan Road
Solvay, New York 13209

TERM EXPIRES:

October 6, 2026

Kimberly Townsend
4408 Dolomite Drive
Syracuse, New York 13215

October 6, 2025

and

WHEREAS, it is the desire of this Legislature to confirm said appointments; now, therefore be it

RESOLVED, that the Onondaga County Legislature does hereby confirm the appointments of the above individuals to serve as the Chairman's appointees to the Board of Directors to the Onondaga Civic Development Corporation.



Onondaga County Legislature

Timothy T. Burtis
Chairman

401 Montgomery Street • Court House • Room 407 • Syracuse, New York 13202
Cell: 315.396.3300 • Leg: 315.435.2070 • Email: timburtis@ongov.net

March 5, 2024

TO: Dave Knapp, Chair
Planning & Economic Development Committee Members

FROM: Tim Burtis, Chairman

RE: Appointments to Board of Directors of the Onondaga County Civic Development Corporation

Submitted for your consideration is the appointment of Christopher Daniel and reappointments for Michael LaFlair and Kimberly Townsend to the Board of Directors of the Onondaga County Civic Development Corporation.

Resumes for Mr. Daniel, Mr. LaFlair and Ms. Townsend are attached for your review. These appointments require confirmation by the full Legislature at the April 2, 2024, session.

APPOINTMENT:

Christopher Daniel
8081 Pickett Lane
Cicero, New York 13039

TERM EXPIRES:

October 6, 2027

REAPPOINTMENTS:

Michael LaFlair
221 Horan Road
Solvay, New York 13209

TERM EXPIRES:

October 6, 2026

Kimberly Townsend
4408 Dolomite Drive
Syracuse, New York 13215

October 6, 2025

cc: Jamie McNamara, Clerk
Legislators

Christopher Daniel, CPA

8081 Pickett Lane • Cicero, NY 13039 • (315) 430-5915 • cdaniel78@me.com

Professional Experience:

Chief Financial Officer • East Hill Medical Center • Auburn, NY • 11/2021 – Present

- Responsible for all aspects of the financial operations of the organization
- Review proposed strategic and operational plans for conformity with organization finance and accounting practices; identifies situations requiring change or amendment of current practices
- Direct, analyze and contribute to the development of new practices and procedures to maximize financial results
- Develop and maintain efficient and cost-effective relationships with financial institutions, stakeholders, and community organizations
- Monitor spending and allocation of grant and contractual reimbursements, ensuring that all requirements are met in accordance with regulatory and contractual requirements

Zoning Board of Appeals Member (Ad hoc) • Town of Cicero • Cicero, NY • 2/2021 – Present

- Review use and area variance applications
- Interpret rulings of the Director of Code Enforcement

Manager, Accounting & Finance • ProNexus, LLC • Rochester, NY • 11/2018 – 11/2021

- Interim CFO roles in healthcare, not-for-profit, and manufacturing sectors
- Support global and local teams to prepare annual report for large multi-national, multi-divisional company
- Develop and deploy tools to gather and consolidate data for inclusion in IFRS audited financial statements
- Partner with leadership on initiatives and processes to create controls and remediate control deficiencies
- Manage teams through goal setting, coaching, and creating individual development plans

Adjunct Faculty • Bryant & Stratton College • Liverpool, NY • 9/2018 – 12/2019

- Developed and taught semester-long, credit bearing Payroll Procedures and Administration course
- Developed and taught semester-long, credit bearing Financial Analysis course
- Developed and taught semester-long, credit bearing Accounting Principles course

Senior Associate • Dermody, Burke & Brown, CPAs, LLC • Syracuse, NY • 1/2015 – 5/2018

- Planned, scheduled, and organized client projects to ensure timely completion
- Assigned, coached, and supervised staff to produce quality work products

Staff Accountant • Dannible & McKee, LLP • Syracuse, NY • 6/2013 – 1/2015

- Prepared corporation, partnership, and individual tax returns
- Corresponded with Federal and State tax authorities on behalf of clients

Graduate Assistant • SUNY Oswego, Institutional Research • Oswego, NY • 8/2012 – 5/2013

- Assisted with the compilation and reporting of institutional data
- Maintained electronic filing system for data retrieval

Professional License & Memberships:

- Certified Public Accountant
- Member – New York State Society of Certified Public Accountants (NYSSCPA)
- Member – American Institute of Certified Public Accountants (AICPA)

Civic Affiliations & Activities:

- Young Leaders Advisory Council – The Salvation Army
- Finance Committee – Leadership Greater Syracuse
- 2017 Graduate – Leadership Greater Syracuse

Education:

M.B.A. • SUNY Oswego • Oswego, NY

B.S. Accounting • SUNY Oswego • Oswego, NY

- Summa Cum Laude

Michael W. La Flair

▪ 221 Horan Road, Solway, New York 13209 ▪
▪ (315)488-5349(h) ▪ (315)706-8803(c) ▪ mwlaflair@aol.com ▪

EDUCATION:

2019 Tax Credit Compliance Professional (C3P)

2016 Marsellus Executive Development Program

12/2008 Masters in Business Administration (MBA)
Le Moyne College – Syracuse, N.Y.

08/2005 B. S. Business Administration/Concentration in Leadership
Le Moyne College - Syracuse, N.Y. (Deans List)

Delta Mu Delta – National Honor Society for Business Administration
Omicron Delta Epsilon – International Honor Society for Economics

EXPERIENCE:

2018 - Present

Housing Visions Unlimited – Syracuse, New York

Director of Community & Government Relations

Responsible for providing strategic leadership while executing a multifaceted approach to increasing the visibility and revenues of Housing Visions; development and implementation of a coordinated and comprehensive marketing, public relations and communications strategy that positions the agency as a valued community partner; plan and organize fundraising events to support the organizations overall mission, strategic plan and provide for continued organizational growth; Manage grant writing and ensure oversight of grant compliance. Oversight of all commercial leasing as well as facilitating and education on legislative advocacy issues across 15 municipalities in New York and Pennsylvania.

2013 - 2018

Northeast Hawley Development Association, Inc. (NEHDA) – Syracuse, New York

Executive Director

As Executive Director my responsibilities included the development and monitoring of program (Community, Economic and Housing Development) and organizational budgets including protocols/procedures resulting in approximately 30% operational cost savings. Well versed in strategic planning and facilitation by translating mission and goals into operating plans with clear benchmarks and objectives. This has allowed us to refocus our efforts with tangible results. My experience with development and grants management allowed us to respond to municipal request in minimal time. Restructured organizational development and capacity building for staffing, volunteers and BOD members. This enabled all stakeholders to be a part of the rebuilding process more efficiently in the expanded census tracts service area. Extensive advocacy work and constituency building by articulating issues on behalf of residents and stakeholders as they relate to community, economic and social development. This led to a greater awareness of the NEHDA brand and allowed us to be recognized as the “go to” agency on the North side for any community engagement situation. In addition, it allowed us to leverage our work resulting in a 95% increase in funding and further revenue producing agreements.

2011 - 2013

Onondaga County – Syracuse, New York

Comptroller’s Office – Special Assistant to the Comptroller

As part of the Consolidation, Shared Services and Integration tax force, I assisted local government officials in managing resources efficiently and effectively and help provide accountability for tax dollars spent to support government operations. I supervised fellow employees and project partners in auditing financial reports/statements, edit reports/studies, and review contractual and financial relationships among municipalities, quasi-government entities and not-for-profits. I also assisted and participated with these same groups in the preparation of Grant applications and public presentations.

Administrative Intern – Metropolitan Water Board

I performed duties that were normally overseen by the Fiscal Officer; assisting in planning & directing financial & accounting activities, providing accurate & timely information on fiscal, forecasting, budgetary and all other financial reports fully reconciled with the Comptroller’s Office, the Executive Director and BOD including a \$9 mil. Operating Budget and

Capital Projects exceeding \$34 mil. Recording and analyzing of all departmental A/R and A/P. I reestablished internal processes for inventory, purchasing & budgetary accounting with programs utilized through QuickBooks.

2008 - 2010

Housing Visions Unlimited – Syracuse, New York

Development Project Manager

Responsible for applying and securing funding through federal, state and local agencies, as well as private banks to develop quality affordable housing projects ranging from \$7 million to \$12 million. Coordinated and interacted with project partners including other key Housing Visions staff, state and local government officials, architects, general contractor, financial institutions and investing members; developed and strengthened partnerships with local communities to solidify collaborative relationships to ensure success of multi-million dollar capital projects. I supervised and managed project partners to meet construction timeline, budget parameters and compliance with government regulations and investor requirements. Primary lead on projects totaling \$29.7 mil. yielding 108 rental units & an office bldg./garage, as well as secondary lead on projects totaling \$50 mil. yielding 232 rental units.

2006 - 2008

The Bank of New York Mellon – East Syracuse, New York

Senior Investment Manager Liaison/Assistant Team Leader - PIMCO Team

Originally hired to work with domestic clients, I was promoted to a team dedicated to a single client – PIMCO. Responsible for Global portfolios; executing foreign exchanges, lines of credit and income collection, securities lending and corporate actions. Daily monitoring of STIF investments, overdrafts, sale-fails and credit exceptions, timely and accurate settlements of stocks, bonds, currencies, credit default Swaps, futures and option transactions. Answer all customer inquiries and maintain all records. A member of the initial team that was instrumental in the migration of the Investment Support Services Group to Syracuse.

2005

Fresno's Southwest Restaurant & Bar – N. Syracuse, New York

General Manager

Responsible for the managing of a \$2 million/63 employee restaurant including the development and growth of people, sales and profits. Managed the restaurant in accordance with established company standards, policies and procedures. Optimized profits by controlling food, beverage and labor cost by an average decrease of 2.3%. Increased sales by 8.7% through ensuring guest satisfaction and prompt problem resolution. Staffed, trained and developed restaurant managers and hourly employees through orientations, ongoing feedback, establishment of performance expectations and by conducting performance reviews.

COMMUNITY SERVICE:

00/2020-Present Syracuse-Onondaga County Planning Agency
01/2019-Present Greater Syracuse Land Bank – Board of Directors (Treasurer)
01/2016-Present Neighborhood Preservation Coalition of NYS – Board of Directors Upstate Vice-President
02/2016-Present Onondaga County Civic Development Corporation – Board of Directors (Chair)
09/2015-Present Onondaga Citizens League – Board of Directors
06/2012-Present NYS Licensed Notary Public – Onondaga County
01/2012-Present Town of Camillus – Town Councilor
02/2015-04/2020 Syracuse Northeast Community Center – Board of Directors
04/2015-10/2017 Erie Canal Museum – Board of Trustees
01/2010-01/2017 FOCUS Greater Syracuse – Board of Directors
05/2009-09/2011 Syracuse 20/20 – Government Modernization Committee
01/2009-12/2011 Town of Camillus – Board of Zoning Appeals
10/2004-12/2010 40 Below – Member of the Re-Adaptive/Re-Use & Marketing Comm.

- NYS DOT I-81 Section 106 Consulting Party
- Project Advisory Committee – City of Syracuse Comprehensive Zoning Ordinance Revision
- City of Syracuse Stadium Task Force
- City of Syracuse ReZone Syracuse – Task Force
- Onondaga County Neighborhood Initiative
- Continuing Education – Over 185 hrs. in Grant Funding, Building Science, Energy Efficiency, Urban Planning and Tax Credits programs.
- NYSDOT/SMTC I-81 Challenge Panel, Community Resource Committee & Cultural Impact Committee
- MDA of Syracuse & CNY LandBank/National Vacant Properties Campaign

KIMBERLY TOWNSEND
MBA MPA JD EdD CPA GPHR FACHE
4408 Dolomite Dr. Syracuse, NY 13215
3804 Bayside Dr. Bradenton, FL 34210
315-481-1312 kmtownsend63@gmail.com

HEALTH CARE EXECUTIVE

- Health System Leadership
- Health Policy Strategist

BOARD CHAIR

- Board Governance
- Government Advocacy

STRATEGIST

- Author
- Speaker

EXPERIENCE

LORETTO MANAGEMENT CORPORATION (<http://www.loretto-cny.org>)

2004-Present

Founded in 1926 as the first Diocesan home for the aged in North America, Loretto is a non-profit post-acute care health system which employs 2,500 caregivers who serve 10,000 individuals at 19 sites. Loretto spans the continuum of care: skilled nursing, assisted living and affordable housing, home health, rehabilitation, PACE (dual eligible managed care) and specialized programs for complex medical care, specialized rehabilitation, behavioral and mental health, palliative care, and Alzheimer's disease and other dementias. An organization with \$200 million in gross revenue in 2018.

President and Chief Executive Officer

2014-Present

Responsible for providing overall organizational leadership and direction to ensure the achievement of Loretto's mission, vision, and strategy. Represents the organization to the health care industry and is responsible for developing high value partnerships to enhance existing business unit service lines. Oversees the planning, development and execution of partnerships, programs and policies to achieve successful financial performance as set by the Board, while ensuring compliance with all legal and third party regulatory agencies.

- Expanded skilled nursing beds by 25 percent over a 15 month timeframe, while expanding housing and service footprints, creating greater access to needed housing and services in the community.
- Led efforts to reactivate an abandoned \$14.4 million HEAL grant to close an aged, urban skilled nursing facility and to replace it with a person-centered, small homes care model which will serve the frailest elders in a community-like setting.
- At the request of New York State, led efforts to execute a \$19.9 million HEAL grant to merge two failing facilities, renovate a 240 bed skilled nursing tower, and build a new 60 bed rehabilitation wing.
- Grew revenue by 33 percent over 4 years, while improving the cash position and profitability.

Chair, Board of Trustees

2011-2014

Leading the organization through a time of great change by focused attention on operational excellence, expansion of the organization's care portfolio, and development of collaborations across the continuum of care, thus enabling financial and strategic sustainability well into the future.

- Led efforts to engage Healthcare Management Partners to provide restructuring assistance, resulting in \$14 million cash on hand at the end of 2012, versus a \$7 million loss in 2011.
- Facilitated a community-wide health care, housing and service dialogue with St. Joseph's Hospital Health Center, Catholic Charities and Christopher Communities regarding the creation of an integrated, comprehensive system of care for frail individuals and elders in the Central New York region.

WELCH ALLYN, Skaneateles, NY (<http://www.welchallyn.com/>)

2000-2013

A privately-held, leading global provider of medical diagnostic devices, software and systems solutions used by caregivers in doctors' offices, hospitals, and emergency response settings. A \$700 million in sales company in 2014 with sales in over 100 countries.

Associate General Counsel and Senior Director, Government Affairs

Progression of responsibility from Attorney to Associate General Counsel and Senior Director. Responsible for all legal matters for a \$90 million subsidiary operating in the highly regulated defense and nuclear industries until its sale to General Electric in 2005. Then led global legal affairs, advising on all facets of the international commercial business, which included closing two of the most successful acquisitions in the company's history. Currently responsible for driving global policy and strategy through market identification, sales facilitation, and customer and partner development. Appointee to the CEO's Program Management Office as one of seven global leads who will guide and direct global corporate restructuring activities through 2013.

- Identified and facilitated growth of Community Health Center market, achieving 40% sales growth over nine month period and creating company's fastest growing US emerging market segment.
- Negotiated multi-agency agreements with a state government resulting in 25% grant support of a multimillion dollar company project.
- Coordinated large sales opportunities with public and private buyers in Mexico (Seguro Popular, Instituto de Carlos Slim); India (Nova Health Systems); China (Sichuan and Shenzhen Provincial and District Health Authorities); South Africa (Momentum Group); Nigeria (Ministry of Health); the United States; and the United Kingdom (Anchor Trust).
- Brokered collaborations with industry, foundation and academic partners to develop advanced technologies, including Cisco (China); Qualcomm; Instituto de Carlos Slim; State University of New York; West Wireless; Soliton, Intellimed and Oregon State University.

SYRACUSE UNIVERSITY, Syracuse, NY Adjunct Professor**2001-2011**

Taught international business and law courses at both undergraduate and graduate levels in university's Whitman School of Management and College of Law.

- | | | |
|--|---------------------------|---|
| ➤ SOM 354 Managing in a Global Setting | ➤ LAW 811 General Counsel | ➤ INB 769 International Business Management |
|--|---------------------------|---|

ERNST & YOUNG LLP, Syracuse, NY Tax Consultant**1999-2000**

Analyzed state and federal taxation issues affecting private and publicly traded business clients.

PRICEWATERHOUSECOOPERS LLP, Syracuse, NY Scheduling Administrator**1998**

Managed the engagements of 70 staff in Business Assurance Services, and coordinated post-merger integration training for Northeast region.

EDUCATION

Doctor of Education in Executive Leadership, St. John Fisher College, Rochester, NY

Executive Masters of Public Administration, Syracuse University, Syracuse, NY

Juris Doctor, Magna Cum Laude, Syracuse University College of Law, Syracuse, NY

Masters of Business Administration, Summa Cum Laude, Syracuse University, Syracuse, NY

B.S. Business Administration, Summa Cum Laude, Syracuse University, Syracuse, NY

PROFESSIONAL DEVELOPMENT, CERTIFICATIONS & ACCREDITATIONS

Admitted to New York, New Jersey and Washington D.C. Bars
Fellow of the American College of Healthcare Executives
Certified Public Accountant
SHRM Certified: Global Professional Human Resources
2019 Women Who Make America Award
2018 WellCare Champion
2018 Nonprofit Career Achievement Award
2010 President's Award-Customer First, Welch Allyn, Inc.
Harvard School of Public Health, Measurement, Design and Analysis Methods for Health Outcomes Research
Harvard School of Public Health, Leadership Strategies for Evolving Health Care Executives

PROFESSIONAL & BOARD AFFILIATIONS

Governor's Appointee, New York State Workforce Investment Board
Trustee, 1199SEIU League TUF, JSF, LMI and Grant Corp Fund Board
Board Member and Executive Committee Member, H-CAP
Board Member and Chair Emeritus, Central New York Care Collaborative
Board Member, LeadingAge NY
Board Member, Business Council of New York State
Board of Trustees and Chair, PACE CNY
Member, Syracuse Diocese Finance Council
Board Member, Manlius Pebble Hill School
Board Member, HealtheConnections
Board Member and Member of the Compensation and Benefits Committee, CenterState CEO
Member, Advisory Board, WISE
Member, Council of Advisors, St. Joseph's Hospital Health Center, Syracuse, New York
Go Red Campaign Executive Leadership Team Member 2012-2018, American Heart Association
Go Red Campaign Chair 2015-2016, American Heart Association
Former Member, Women Presidents Organization, Local and Platinum V Chapters
Former Board Member and Investment Committee Chair, United Way of Central New York
Former Board Member, School Based Health Alliance
Former Member, Advisory Board of Onondaga/Madison Area Health Education Center
Former Board Member and Ad Hoc Committee Chair, Cayuga Community College Foundation
Former Member, Steering Committee of MACNY Political Action Committee
Former Member, Steering Committee of Health Care Products Coalition
Former Board Ethics Officer and Grants and Strategic Initiatives Chair, United Way of New York State
Former Chair, Governance and Government and Public Affairs Committees, MedTech
Former Director, Women's Bar Association, Central New York
Former Director, Greater Syracuse Chamber of Commerce
Member, American Bar Association
Member, American College of Health Care Executives
Member, American Corporate Counsel Association
Member, New York State Bar Association
Member, Society for Human Resource Professionals
Member, Beta Gamma Sigma Honor Society
Member, Delta Kappa Pi Honor Society

PUBLICATIONS AND INTERVIEWS

- Interview, Central New York Business Journal, pending.
- Interview, WAER NPR Affiliate, December 12, 2018.
- Interview, “Q&A with Dr. Kimberly Townsend, President and CEO of Loretto,” Syracuse Woman Magazine, December 3, 2018.
- Interview, “Loretto Preps for Future Dementia Care with \$11 Million Project,” Central New York Business Journal, November 22, 2018.
- Book Review, “Creating Dynamic Leadership: CNY Books and Authors,” Syracuse.com, November 16, 2018.
- Interview, Bridge Street, Newschannel 9, October 23, 2018.
- Interview, “Loretto Announces \$5 Million Expansion,” Newsmakers, Newschannel 9, October 20, 2018.
- Interview, Spectrum News, October 19, 2018.
- Interview, CNY Central News, October 19, 2018.
- Interview, “Auburn Facility CEO Releases New Book,” Auburn Citizen, October 12, 2018.
- Interview, “Provider Tries Everything from Diaper Giveaways to Car Purchasing Program to Boost Its Staffing Ranks,” McKnights Long Term Care News, October 8, 2018.
- Interview, “Loretto Getting \$5 Million Expansion,” Newschannel 9, October 8, 2018.
- Interview, “Setting the Pace for Senior Care,” 55 Plus Magazine, September 18, 2018.
- Interview, “WellCare Champion,” Amy Robbins Show, 93Q, August 6, 2018.
- Interview, “The Interview with BJNN,” Central New York Business Journal, June 11, 2018.
- Viewpoint, “The State of the Long-Term Care Industry in 2018,” Central New York Business Journal, February 26, 2018.
- Book, *Lifecircle Leadership: How Exceptional People Make Every Day Extraordinary*, Forbes/Advantage Media Group, release date October 2018.
- Interview, “Is CNY Ready for Baby Boomers’ Health Needs?” Oswego County Business, August/September 2017.
- Interview, Syracuse Chiefs Wall of Fame Day, July 30, 2017.
- Interview, “Fifty-five and Older: Baby Boomers Aging,” Oswego Business Journal, June 29, 2017.
- Interview, Impact of Medicaid Changes on Long Term Care, Channel 3 and 5, June 28, 2017.
- Interview, “Aging Well Series,” Spectrum TWC, April 22, 2017.
- Interview, “CNY Health Care Leaders on the Changing ‘State of the Healthcare,’ WAER/NPR, April 22, 2017.
- Interview, “Listen to Loretto CEO Talk about Medicaid Changes,” WSYR, March 26, 2017.
- Interview, “Repeal of ACA,” CNY Central, Channel 10 and Channel 9, March 20, 2017.
- “State of the Long-Term Care Industry,” Business Journal News Network, February 22, 2017.
- Interview, “In Her Own Words,” Syracuse Woman Magazine, January/February 2017.
- Interview, “Leading through Historic Changes in Health Care,” The Post-Standard, October 9, 2016.
- Interview, “Cherishing Every Opportunity,” Women of Upstate New York Magazine, October 2016.
- Interview, “A Path out of Poverty: How a Syracuse Matchmaker United 100 People with an Employer,” Syracuse.com, March 24, 2016.
- Interview, Channels 9 and 10, American Heart Association Go Red Luncheon, October 27, 2016.
- Interview, as American Heart Association Go Red Chair, The Ted and Amy Show, October ___, 2016
- Interview, Bridge Street on Channel 9, as American Heart Association Go Red Chair, February 5, 2016
- Interview, as American Heart Association Go Red Chair, The Ted and Amy Show, February ___, 2016.
- Interview, “Cover Story: Kimberly Townsend,” Syracuse Woman Magazine, January/February 2016.

- Volume to Value: The Impact of Payment Changes under the Affordable Care Act on Clinical Research, *SoCRA Source*, February 2016.
- Interview, Laura Hand, Long Term Care Options, October 2015.
- “Make Your Path to Leadership an Adventure,” interview for *The Corner Office, a Realm publication*, December 2014.
- The Impact of Health Care Reform on Clinical Trials: Creating an Evidence Generation Strategy, *SoCRA Source*, May 2013.
- Featured Profile, SUNY Graduate Studies Website, interview on October 9, 2012.
- Interview video for President’s Welcoming Address, SUNY Oswego, August 31, 2012.
- “Health Care Reform: Welch Allyn Poised to Meet Challenges of Changing System,” *Frontline*, May 2012.
- The Impact of Comparative Effectiveness Research on the Medical Device Industry, *SoCRA Source*, May 2011.
- “Tales of the Transformation,” interview Spring/Summer 2009, www.capitalthinkingmagazine.com
- Good Medicine: Encouraging Neglected Disease Research, *Journal of Development and Social Transformation*, 5, 63-70 (2008).

EXTERNAL PRESENTATIONS

- Facilitator, 28 Hours for Me, April 8-9, 2019.
- Presenter, LaunchPad at Syracuse University, March 22, 2019.
- Co-presenter, Women United, “Leading the Charge, Inspiring the Change,” February 28, 2019.
- Keynote Speaker, Association of Fundraising Professionals, January 28, 2019, Pragmatic Altruism: Doing Good Is Good for Business.
- Keynote Speaker, WE Series Recognition Luncheon, January 24, 2019.
- Presenter, “Changes in Nursing Homes and Skilled Nursing Facilities: What Are the Workforce Impacts?” H-CAP Spring Conference, March 15, 2008.
- Presenter, “The Role of Women in Philanthropy and the Economy,” Women United, February 6, 2018.
- Panelist, “Behavioral Health: Focus on Skills for Frontline Healthcare Workforce,” H-CAP COWS conference of SEIU, October 24, 2017.
- Presenter, “Connecting the Dots: A Forum Concerning Issues Facing Women,” Thursday Morning Roundtable, October 5, 2017.
- Panelist, “Though Leaders on the Big C’s of Healthcare: Consolidation, Convenience, and Care Continuum. Health Industry Distributors Association Executive Conference, March 29, 2017.
- Panelist, “The Treatment of the Whole Person: The Role of Behavioral Health,” H-CAP COWS conference of SEIU, March 7, 2017.
- Panelist, “Target Occupations in Health Care: Long Term Care,” Healthcare Apprenticeship Accelerator, H-CAP conference of SEIU, March 8, 2017.
- Speaker, “Post-Acute Care’s Growing Role in Integrated Health Care Delivery,” Health Industry Distributors Association Extended Market Conference, May 3, 2016.
- Mentor, “Mentoring Monday,” Sponsored by Syracuse Media Group, April 4, 2016.
- Panelist, “Women Leaders in CNY—What Glass Ceiling?” 12th Annual Law-Medicine Dinner, March 31, 2016.
- Panelist, “Mission Preservation through Change,” Catholic Leaders Symposium, November 1, 2015.
- Panelist, “Sub-Acute Institutions Providing Long Term and Rehabilitative Care: How Are These Institutions Changing and What Does That Mean for Jobs, Skills, and Training?” H-CAP COWS conference of SEIU, July 9, 2015.

- Speaker, “Volume to Value: What Payment Changes under ACA Mean to You,” Society of Clinical Research Associates regional meeting, November 7, 2014.
- Speaker, “Volume to Value: What Payment Changes under ACA Mean to You,” Society of Clinical Research Associates, September 20, 2014.
- Speaker, “Congress, the Administration and Kids: A Policy Snapshot,” The Sheikh Zayed Institute for Pediatric Surgical Innovation Children's National Medical Center First Annual Pediatric Surgical Innovation Symposium, June 11, 2013.
- Plenary Speaker, “Impact of Health Care Reform on Clinical Trials,” Society of Clinical Research Associates, September 25, 2011.
- Panelist, “Workforce Trends,” State of Upstate New York Conference, June 9, 2011.
- Panelist, “The China Market for Upstate Businesses: Seizing the Opportunity,” UVANY Syracuse Capital Forum, June 7, 2011.
- Panelist, “What Health Care Reform Really Means,” Annual Meeting, MedTech, October 4, 2010.
- Speaker, “The Impact of Comparative Effectiveness Research on the Medical Device Industry,” Annual Meeting, Society of Clinical Research Associates, May 20, 2010.
- Speaker, “HITECH: Reaching Meaningful Use,” St. Joseph’s Hospital Health Center Practice Management, February 2, 2010.
- Panelist, “Health Care Reform,” University of Rochester Simon School, November 18, 2009.
- Speaker, “The Impact of Comparative Effectiveness Research on the Medical Device Industry,” Annual Meeting, Society of Clinical Research Associates, September 26, 2009.
- Panelist, 2009 NYS Economic Development Council Sustainability and Green Buildings Conference, August 19, 2009.
- Speaker, “Advocacy 101,” MedTech , April 30, 2009.
- Speaker, Women Igniting the Spirit of Entrepreneurship Symposium, April 2005.
- Panelist, “In the Boardroom: Understanding the Duties and Responsibilities of the Non Profit Board,” 40 Below Annual Meeting, October 4, 2005.

References are available upon request.