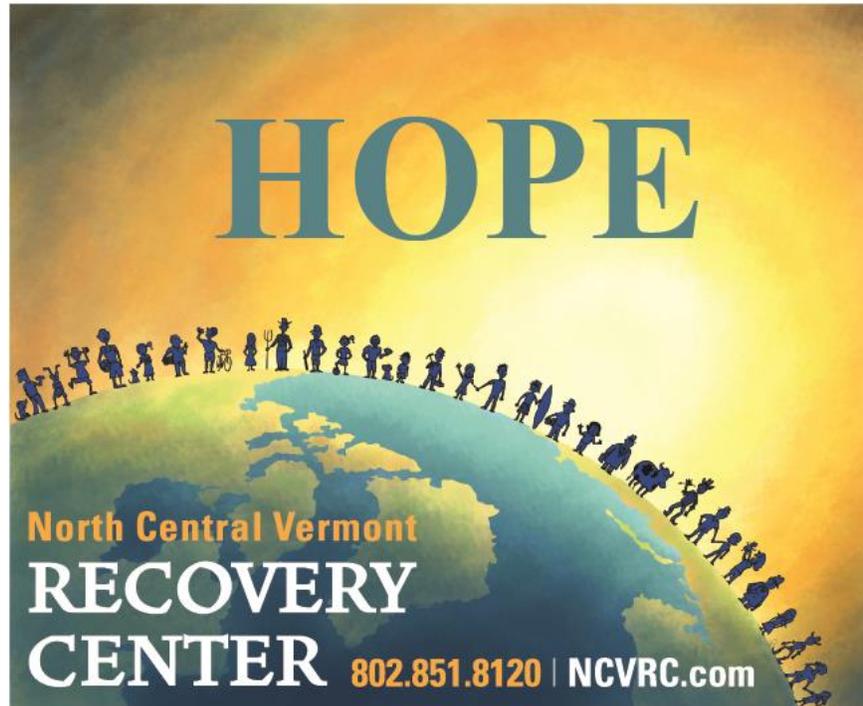


# NORTH CENTRAL VERMONT RECOVERY CENTER



## BUSINESS PLAN

July 1, 2019 -- June 30, 2020

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## Who We Are

### **MISSION STATEMENT:**

We provide a safe, supportive, welcoming, and substance-free environment for individuals and families on their paths to lasting recovery from alcohol and other drugs.

### **VISION STATEMENT:**

Our vision is to enrich the social and spiritual lives of individuals, families, and communities who have been impacted by addictions to alcohol and other drugs.

### **VALUES:**

***Excellence*** – We set high standards to cultivate an atmosphere of peer professionalism with non-judgmental compassion. Our facility and conduct represent a clean, safe, welcoming, positive experience for all.

***Empowerment*** – Through education, support, and encouragement, we empower all people to make the best choices to fill their own needs for healing and growth in their lives.

***Community*** – We genuinely and transparently collaborate with our community partners toward an effort to holistically serve and support the human being and the community as a whole.

***Good Stewardship*** – We use all funds contributed to organization wisely, ensuring ethical and prudent financial practices.

## Executive Summary

NCVRC is the Lamoille Valley's primary peer-run resource to support individuals who are struggling with and/or are interested in recovery from addictions and their loved ones. At our center, we strive to do everything we can to create a welcoming atmosphere focused on safety, peer support, and healthy connections. In the past year, we have persevered through many challenges, not the least of which was a transition from one executive director to another along with significant changes on the board of directors. It was a year of unprecedented growth and opportunity that tested us and changed the nature of our organization, helping to create an even more ambitious vision for the future of NCVRC and its role in the community we serve. We have long had strong relationships with many of our community partners, connections that became stronger and more collaborative over the past year. We act as a hub to help individuals connect to the resources they need, but we have also become a more trusted resource for others.

At the end of the 2018-19 fiscal year, NCVRC had two full-time employees, one part-time employee, and five members of the board of directors. The total budget was approximately \$204,000. The recovery coaching team consisted of 8 coaches and the recovery coaching team had never served more than 20 coachees in a given month. We had no arts or music programming and few activities that we now include in our "health and wellness" activities aside from occasional yoga and AcuDetox.

As we begin the second quarter of the 2019-20 fiscal year, NCVRC has nine remarkably qualified, dedicated, and impactful team members who are doing exceptional work at the center and in our community. Our budget is in excess of \$330,000. And our twenty recovery coaches serve between fifty and seventy people each month. On February 25, 2019, we officially launched our 24/7 emergency department recovery coaching program at Copley Hospital, and within just over six months served more than 100 people at Copley, many of whom have experienced significant life-changes in part because of those interactions and what followed. This set the stage for powerful new collaborations that could, in the time to come, dramatically reduce the impact of substance use on the lives of the individuals and families we serve and our community. We have seven board members who bring a wealth of knowledge, talent, and experience to our NCVRC community. And we have the most extensive arts and music program and health and wellness offerings of any recovery center in Vermont.

These are just a few of the many markers of a transformative year for NCVRC and of the great future ahead of us.

This Plan represents 1. A summary of our services and 2. Our efforts to serve our community while remaining true to our mission and vision. It provides a path toward achieving our vision for a strong, cohesive organization, community education, and access to our services.

## **Strategies**

Our recent strategic planning sessions have revealed five main priorities we will focus on this year.

These five areas are as follows:

- 1.) We will build our organization to support growing and evolving community needs by creating a functional organizational chart, by writing accurate job descriptions for all staff and volunteers positions, by identifying volunteer needs and capabilities, and by committing to continued personal and professional development for our staff and volunteers. We will also seek to engage in succession planning.
- 2.) We will increase and diversify our donor list and improve fundraising and donor maintenance in order to preserve our strong cash position and mitigate the threat of loss of funding. We will do this by creating a donor list by name cross-referenced by date and amount given in each of last 3 years, by itemizing fundraising events and historical net contributions to revenue, and by developing a list of local civic and fraternal organizations to approach regarding donations and speaking opportunities.
- 3.) We will increase our facility to support increased capacity of services. We will accomplish this by identifying and defining the use and needs for space as it relates to the building, i.e. coaching rooms, meeting rooms, offices, etc. so that different meetings aren't interrupted by any changes. We will create a timeline of use of each room in hour increments. We will then create a budget for expanded space, along with ROI/justification taking into account both financial and other factors in order to create a plan for future expansion, a satellite facility, or a new space as well as internal efficiency improvements.
- 4.) We will seek to improve communication of services to attract donor support and people looking for Recovery Center services. We will accomplish this by utilizing media opportunities, a blog and other social media, and local newspapers for promoting the Center, events, and press releases. We will identify and promote more speaking engagements for staff members. And we will create a marketing budget to help achieve the above goals.
- 5.) We will improve our awareness and take a proactive approach around liability by recruiting a board member with legal experience, by improving and remaining conscious of gender diversity throughout our organization including our staff and board, and by carrying sufficient liability and other types of insurance.

**Our major current funding sources include:**

ADAP
Wilkens Family Foundation
VT State legislature appropriation
United Way of Lamoille County
Vermont Community Foundation
RiseVT
Union Bank
Vermont Mutual
North Country Federal Credit Union
Peter and Bari Dreissigacker
Community National Bank
Ben and Jerry's Foundation
Concept 2
Vermont Recovery Network
Donna Carpenter
Jewish Community of Greater Stowe
St. John's-in-the-Mountain
The Tarrant Foundation
Jenna's Promise
VTShares Program
Morrisville Co-up Round It Up for Change
Hannaford Re-Usable Bag Program
National Life employee matching
Annual Appeal Letter
Business Donations
Individual Donations
Town Appropriations
Program Rental Income
Fundraising Events

## **Our Contribution to the Greater Community**

In the last year, NCVRC has continued to increase our value to the recovery community and our community at-large in significant ways.

### Legislative Advocacy to Address Addiction in Vermont

We have strong relationships with our local state representatives, who are great supporters and advocates for NCVRC. We plan to have more of a voice in Montpelier during the upcoming legislative session, including participation in committee testimony, a legislative breakfast January 30, 2020, Recovery Day at the State House on February 13, 2020, and other opportunities.

### Community Collaborations and Partnerships

We collaborate with the state of Vermont in several ways, including through our Narcan distribution program. Our expanding relationships with Community Health Services of Lamoille Valley, Healthy Lamoille Valley, the Lamoille County Sheriff's Department, Copley Hospital, Lamoille Restorative Center, Capstone Community Action, Lamoille County Mental Health, the Lamoille Community House, Jenna's Promise, and other organizations have enhanced referrals to and from the recovery center.

Our staff and trained coaches will continue to provide recovery coaching at Copley Hospital, Treatment Associates, Clarina Howard Nichols Center, the Lamoille Restorative Center, Lamoille Community House, as well as possibly Laraway Youth and Family Services in the coming year.

NCVRC coaches are on-call 24/7 to provide recovery coaching and harm reduction services at Copley Hospital including provision of Narcan and ADAP/VT Cares funded Harm Reduction to-go packs. And we are set to actualize the Rapid Access to Medication Assisted Treatment (RAM) framework in the very near future.

In collaboration with Vermont Recovery Network, we participate as one of the 12 recovery centers in Vermont utilizing a system called VT Telephone Recovery Support Services (VTRSS). Individuals can sign up for this before they leave an inpatient addiction treatment facility in Vermont. It allows participants to receive recovery support phone calls within 24 hours after their departure and each week thereafter.

We are well-positioned at the nexus of recovery, treatment, intervention and prevention. We are an active member and leading stakeholder of numerous cross-sector, interagency community collaboratives and statewide committees aimed at public health in which substance misuse is a priority focus.

## **We Help Solve the Problem**

### A Place to Call Home

We are committed to being part of the solution to the opioid crisis happening in Vermont. Our plans for the coming year are to deepen and broaden our impact within our town and surrounding area to reduce overdose deaths and other harmful effects caused by all substances including alcohol and opioids, as well as to address emerging trends related to stimulants like cocaine and methamphetamines.

### A Place for the Community to Gather and Meet

Our Center itself provides a safe, welcoming, substance-free atmosphere for individuals affected by substance use and their families and loved ones. Careful attention to this aspect is of paramount importance to us, acknowledging that our Recovery Center is unique and serves as the only drop-in center and openly peer-run center in Lamoille County. NCVRC has seen approximately 5254 visitors including at least 254 unique, first-time visitors so far in 2019.

Currently, at least 23 groups, classes, and meetings are held each week at NCVRC. Our Center provides a consistent, safe space for a variety of meetings and support groups such as Alcoholics Anonymous, Narcotics Anonymous, Families Anonymous, Al-Anon, Overeaters Anonymous, All Recovery, SMART Recovery, Refuge Recovery. We hold substance-free social activities such as holiday gatherings, barbeques, and Football or Matinee Movie Sundays.

In our effort to provide a holistic, “whole life, whole person” model embracing many pathways to health and wellness in recovery, we provide health and wellness activities such as Recovery Yoga, Reiki, AcuDetox, and Emotional Freedom Technique (EFT). We also have an arts and music program including workshops such as Writers for Recovery, Create with Clay, Healing Arts & Crafts, Music Jam Sessions, and others.

### A Place to Volunteer

Our trained volunteer team is dedicated and passionate about what they do. Volunteering at NCVRC is often a way for people who have entered recovery from addiction to give back and help others. Our monthly Program Meetings regularly give volunteers an opportunity to get to know each other, find trainings, and listen to speakers from community organizations, in an effort to expand their knowledge and connections. With NCVRC, they have participated in events such as the LACiNg up for Cancer Walk, the 4<sup>th</sup> of July Parade, Christmas gift giving programs with Lamoille Family Center and the United Way of Lamoille County, the Morrisville Rotary Coat Drive, and the Morrisville Firewood Project. We are also a key partner with Reach Up, and some of our volunteers leverage their service to enhance important job skills and references and gain paid employment.

## **Our Programs Expand and Grow**

### **Recovery Coaching**

Our Recovery Coaching Program continues to engage individuals and family members affected by substance use. Our Recovery Coach Program Manager tracks and reports data, engages in community outreach, recruits, and attends numerous trainings throughout the year, and holds monthly meetings with a training component for the coaching team.

NCVRC currently has 20 active recovery coaches. 2019 has brought continued and substantial growth to this program.

### **Pathways Guide**

Our Pathways Guide actively engages individuals on or seeking medication assisted treatment (MAT) for opiate addiction. Our guide engages with many community partners. She is often on site at Treatment Associates weekly to engage with individuals there who are receiving their medication and attending treatment groups. Participants within this program have an opportunity to meet one-on-one with her and/or another staff member in a private office at NCVRC to address challenges they face in attaining and sustaining their life in recovery. Our Pathways Guide also facilitates two recovery meetings each week at NCVRC. She is a member of our local housing solutions team, sits on the United Way's New Foundations steering committee in Lamoille County and is now officially a member of the MAT team.

The data around her work with people with opioid use disorders as of the end of 2018 yielded the following results when comparing initial intakes and 6-month follow-ups: 69% of the individuals served sustained or achieved complete abstinence from the drug or drugs of choice. 96% achieved abstinence from opiate use. The number of people with full-time employment increased from 25 to 31% and the part-time employment increased from 15 to 22%. The # of people owning or renting their home increased from 60 to 79% while the number of people homeless or living in shelters decreased from 6 to 4%. And there was a 75% decrease in the # of people engaging in criminal activity.

Our guide, who also serves as an emergency department recovery coach, is poised to play an important role in some of the community partnerships forming that have been enabled or enhanced by the emergency department recovery coaching program as she will help coordinate care throughout the human/social services and healthcare system with the aim of helping to significantly improve public health, reduce healthcare and other costs, and improve lives.

### **Summary**

NCVRC is experiencing significant growth and positive expansion on several levels.

We will continue to envision and implement more and better ways to meet the needs of our community, and overcome the challenges we face in doing so. I am proud and grateful to represent and be a part of this organization.