THE COALITION

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**CABELL COUNTY RECOVERY COALITION**

**2024 – 2026 STRATEGIC PLAN**

*Improving recovery efforts and services throughout Cabell County. We are committed to working together to better serve clients, recovery programs, and communities impacted by the drug epidemic.*

***Building on Our Strengths for Growth and Impact***

**INTRODUCTION**

The Cabell County Recovery Coalition (CCRC) is a county-based coalition committed to elevating the quality of recovery residences in Cabell County. Established in 2021, CCRC is led by a team of experts in the recovery field and works in collaboration with a broad range of partners, including local governmental officials.

In January 2024, the Board of Directors launched a process to develop an initial, forward-thinking strategic plan to guide the work of the coalition through 2024.

Key outcomes of the planning process included:

1. Adoption of a revised mission, vision, and core value statements.
2. Consensus on four strategic focus areas, with associated benchmarks of success, and,
3. Identification of strategies and areas of responsibility to advance CCRC’s mission and goals.

The following plan, which will be implemented in January 2024, will not only guide the core work of coalition, but will also function as a dynamic tool for decision-making, communications, and partnership building. As part of next steps, the Board of Directors will activate a committee structure and will recruit other community stakeholders with expertise and interest to help support plan implementation through a series of community meetings. Critical to success is securing staff capacity to provide coordination and administrative support.

To ensure the plan is a living, useful document, the Board of Directors will review progress and modify the plan as needed on a quarterly basis.

CCRC is grateful to it members and valued partners as we enter this new phase of our development and look forward to your continued involvement and collaboration.

**WHO WE ARE and WHAT WE BELIEVE**

CCRC’S work is driven by its mission, vision and core values which collectively define the purpose and approach the coalition has adopted to guide its work. Through the planning process, there was an opportunity to reassess and more clearly define these guiding tenants to better align with the changing recovery landscape.

**Our Vision**

CCRC envisions a future in which each individual in recovery would have access to resources and opportunities to live a fulfilling life.

**Our Mission**

CCRC’s mission is to improve recovery efforts and services throughout the county. We are committed to working together to better serve clients, recovery programs, and communities impacted by the drug epidemic.

**Core Values which lead us**

We believe and are dedicated to…

1. *Improving the quality and effectiveness of addiction treatment in our community, including unifying resources to save lives.*
2. *Improving the quality of life of the people we serve.*
3. *Raising the standard of care and safety of recovery residences and sober living homes in Cabell County.*
4. *Creating a strong, unified voice through accountability and integrity.*

**A SNAPSHOT OF OUR CURRENT LANDSCAPE**

Several processes were used to shape the initial strategic plan. These included a facilitated action planning session to develop an initial strategic plan framework and gathering insights from members through facilitated informational discussions. Recurring themes were summarized into a *Strategic Issue Brief.* This brief laid the groundwork for the development of a *Strategic Framework.*

To ensure a well-informed discussion and understanding of the current landscape, an expert in the recovery field highlighted key issues and opportunities as part of the retreat process.

Common themes are highlighted:

**Strength in Unity**

* Members value CCRC’s collective efforts for their ability to streamline approaches and address challenges effectively.
* The wealth, knowledge, and circle of influence that each member brings is a strength to build upon.
* Information sharing, networking opportunities, receiving collective help, and peer support are highly valued and need to be communicated as membership benefits.
* Sharing resources, including grant opportunities and funding to help members achieve WVARR certification are viewed as additional benefits.

**Opportunities On the Horizon to Leverage**

* Sustained focus on quality, certification, and upgrades for CCRC-member recovery residences.
* Expansion of bed capacity.
* Shifting perceptions of recovery residences and their benefits on long-term recovery outcomes.
* Advocating for regulations and funding supporting recovery residences.
* Elevating and positioning CCRC member recovery residences in the full continuum of care: physical, emotional, relational, spiritual, health, and positive community reintegration.
* Being a part of the solution and partner to address unhoused populations.
* Demonstrating collective impact through shared data collection and success stories.
* Seeking diverse funding streams to support CCRC staffing and operations.

**Emerging Trends for Consideration**

* Growing need for recovery housing for women, women and children, and the criminal justice population.
* Stronger collaboration and role in creating a more stable pipeline for those who are unhoused.
* Political dynamics at the national, state, and local levels and the associated perceptions and stigma surrounding recovery and recovery residences.
* Additional anticipated regulations for recovery residences.
* Potential impact of new funding, policy, and certification changes, including use of opioid settlement funds, Medicaid waiver, and OFLAC.

**Key Issues to Address Through Planning**

* Clarifying the coalition’s identity and future plans.
* Securing part-time staffing support.
* Increasing bed capacity.
* Relationship building with city officials and other stakeholders.
* Addressing stigma and misperceptions.
* Diversifying funding resources.
* Clarifying membership dues, value, and benefits.
* Expanding and engaging the membership base.
* Defining shared data strategies.
* Forming new strategic partnerships.
* Enhancing commitment and engagement of the Board and members.
* Identifying a clear governance and committee structure that aligns with strategic plan priorities.

**OUR STRATEGIC FRAMEWORK**

There was consensus that over the next three years, CCRC will focus its efforts on a *Strategic Framework* comprised of four overarching strategic priorities which align with future aspirations. Each of the four strategic priorities are interconnected and are supported by goals and strategies:

1. Advance Quality and Best Practices in Recovery Residence Operations, Services and Processes
2. Expand Community Impact and Perception
3. Grow and Engage Our Coalition Network, and In
4. Develop a Thriving Coalition.

Underlying each focus area is a dedication to building strong partnerships and a commitment to elevating recovery residences as part of the continuum of care.

**STRATEGIC PRIORITY 1**

**Advance Quality and Best Practices in**

**CCRC Member Residences Operations, Services and Processes**

**Goal 1:** Support community members in recovery from all forms of substance use by providing a network of high-quality recovery residencesthrough quality services, unified standards and accountability, and training.

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| **2024 – 2026 Comprehensive Strategies** | **Assigned Responsibility** | **Progress**  **(C, IP, NS)** |
| 1.1 Establish an infrastructure for infrastructure quality control in staffing, programming, and environment. | Staff reporting to Board of Directors |  |
| 1.2 Develop a standardized measurement tool and data indicators to assess outcomes and success, creating an effective tracking system. | Staff reporting to Board of Directors |  |
| 1.3 Design targeted training for coalition members and their staff based upon identified needs and coalition member staff based upon needs and consensus. | Individually contracted |  |
| 1.4 Provide WVARR certified assistance to both certified and non-certified programs by a certified coalition member. | WVARR certified coalition member |  |
| 1.5 Compile a list of initial responsibilities for a potential full-time CCRC staff member to address key issues, including bed capacity and referrals across providers. | CCRC Board of Directors |  |
| **GOAL 1 INDICATORS OF SUCCESS**   * There is an improvement in the overall environment and quality of recovery residences. * A tracking system is created, implemented and used by CCRC members * Knowledge and skills among coalition member staff are expanded. * There is increased participation and engagement of recovery residences in the county seeking WVARR certified assistance. * A comprehensive list of responsibilities for a CCRC staff member is adopted by the CCRC Board of Directors. | | |

**STRATEGIC PRIORITY 2**

**Community Impact and Perception**

**Goal 2:** Promote positive messaging and a unified voice to improve knowledge about CCRC, quality recovery residency programs, and to build a recovery friendly community of support.

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| **2024 – 2026 Comprehensive Strategies** | **Assigned Responsibility** | **Progress**  **(C, IP, NS)** |
| 2.1 Utilize *Recovery for a Change* as a platform to amplify community awareness. | Committee |  |
| 2.2 Establish partnerships through a Memorandum of Understanding with key providers serving those unhoused or unsheltered in the county to address solutions.   * Designate CCRC representation at monthly meetings. | Board of Directors  Anthony Stradwick |  |
| 2.3 Address stigma through social media promotion and website visibility of *Breaking the Stigma* materials. | Subcommittee |  |
| 2.4 Continue to identify and participate in community engagement opportunities. | Tim White |  |
| 2.5 Host a meeting with Peer Recovery Support Specialist (PRSS) representatives from diverse organizations to educate them about CCRC and its levels of care. | Committee |  |
| 2.5 Conduct listening sessions with various stakeholder groups, neighborhood associations, city council members, and community leaders to share the CCRC strategic plan, gather feedback, and secure buy-in. | Committee |  |
| 2.6 Advocate for CCRC representation on the Mayors Drug Council. | Chair, Board of Directors |  |
| 2.7 Develop a logo and organizational brochure for CCRC, featuring members and contact information, to enhance brand recognition and awareness. | Committee |  |
| **GOAL 2 INDICATORS OF SUCCESS**   * The reach and impact of positive messaging through social media is increased. * CCRC is recognized as a community partner and solution to homelessness and housing. * A number of successful listening sessions are held with diverse stakeholders represented. * There is active involvement and representation of CCRC on the Mayor’s Drug Council. * Awareness of CCRC is increased as evidenced by mentions in the media, community events, inquiries, and social media. | | |

**STRATEGIC PRIORITY 3**

**Grow and Engage Our Coalition Network**

**Goal 3:** Enhance CCRC membership growth and engagement.

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| **2024 – 2026 Comprehensive Strategies** | **Assigned Responsibility** | **Progress**  **(C, IP, NS)** |
| 3.1 Clearly define expectations of CCRC membership to provide transparency and guidance to prospective and existing members. | Executive Committee |  |
| 3.2 Create a membership brochure highlight the advances and value of CCRC membership, serving as a resource for recruitment. | Committee |  |
| 3.3 Develop and executive an updated and effective membership recruitment process to attract diverse and qualified organizations to join CCRC. | Staff |  |
| 3.4 Establish a structured onboarding process for new members that outlines expectations and timelines. | Committee |  |
| 3.5 Create a social media marketing plan leveraging platforms such as Facebook, Twitter, Instagram to showcase CCRC members, highlight collective achievements, and share success stories. | Committee |  |
| 3.6 Conduct a review of membership fees and align with trends, value, and financial sustainability of CCRC. | Board of Directors |  |
| 3.7 Periodically survey the membership to gather feedback on value and ways to improve the coalition to meet member needs. | Board of Directors |  |
| **GOAL 3 INDICATORS OF SUCCESS**   * The retention, inclusivity, and the number of new CCRC members is increased. * Assistance is provided to other counties interested in starting a coalition. * The CCRC membership brochure is distributed to a wide range of stakeholders. * Increased social media engagement metrics are documented. * Membership fees are positively impacting financial sustainability. | | |

**STRATEGIC PRIORITY 4**

**Develop a Thriving Coalition**

**Goal 4:** Operationalize an effective, sustainable coalition to carry out CCRC’s mission.

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| **2024 – 2026 Comprehensive Strategies** | **Assigned Responsibility** | **Progress**  **(C, IP, NS)** |
| 4.1 Review and enhance communication protocols, ensuring timely dissemination of agendas, minutes, and assigned action steps. | Executive Committee |  |
| 4.2 Convene a bylaws review task team to review, identify areas of improvement, and present recommendations to the Board of Directors. | Ad hoc Task Team |  |
| 4.3 Create a committee structure to align with strategic plan priorities. | Board of Directors |  |
| 4.4 Review and assess implementation of the strategic plan on a quarterly basis and adjust as needed. | Board of Directors |  |
| 4.5 Define expectations and a job description for a full time CCRC staff position. | Board of Directors |  |
| 4.6 Ensure CCRC representation on WVARR Board to serve as a liaison between the two organizations. | Board of Directors |  |
| 4.7 Research and create a list of nonprofit best practices to use as a reference point for CCRC member organizations. | Committee |  |
| 4.8 Identify and pursue diverse funding opportunities to ensure the sustainability of staffing and operational needs. | Board of Directors |  |
| **GOAL 4 INDICATORS OF SUCCESS**   * There is positive feedback from coalition members on the clarity and effectiveness of communication channels. * Updated bylaws are approved. * A functional committee structure with clearly documented goals and responsibilities is in place. * Adherence to a review schedule of the strategic plan including documentation of key milestones and accomplishments is completed on a quarterly basis. * Defined staff expectations and a job description are completed. * Active collaboration between CCRC and WVARR is expanded. * Nonprofit best practices are integrated into coalition activities. * New grant awards are secured to support the CCRC annual budget. | | |

**STRATEGIC PLANNING RETREAT PARTICIPANTS**

Savannah Adkins, Treasurer

Bobby Borders

Mike Greider, Secretary

Jerimiah Hammatt

Bob Hansen

Craig Hettlinger, Chair

Reggie Jones

Branden Lyons

Anthony Stradwick

Tim White

Becky King, *Strategic Planning Consultant and Facilitator*

**STRATEGIC PLAN DOCUMENTATION**

CCRC Strategic Issue Brief, January 2024

CCRC Strategic Plan Framework, January 2024

CCRC Strategic Planning Retreat Agenda, Handouts, and Summary Notes, January 2024

CCRC Bylaws

CCRC Membership and Board of Directors List

CCRC Action Plan, June 2023

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