

# Light of Truth Center, Inc.

## Three Year Strategic Plan January 2020 - January 2023

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## **Executive Summary**

### ***Introduction***

The Light of Truth Center, Inc. (LTC) is a 501 (c) 3, non-profit organization that embraces a new innovative, multi -phase process of recovery, transition, and restoration. We are an innovative behavioral health organization with therapeutic treatment components providing the necessary tools and techniques to aid recovering women with the life enhancing skills needed to become fully self-sustaining.

Our innovative programs provide participants with an opportunity to re-examine and assess their lives from a recovery and spiritual perspective. This approach has its roots in the spiritual principles of the Twelve Step program. The spiritual components of this program are: honesty, hope, faith, courage, self-integrity, willingness, humility, brotherly love, justice, perseverance, spiritual awareness, and service.

Additionally, LTC uses a “Quality of Life” model approach that has been substantiated to suggest that sustained recovery over a period of time is directly proportional to an individual’s perception of her quality of life. LTC’s approaches build on these and other evidence-based strategies to better support a women toward her vision of a life reclaimed, recovered and restored.

After 20 years of providing innovative and supportive services to women who have entered LTC’s doors, largely through the commitment and service of a steady cadre of volunteers, LTC continues its phenomenal growth and the strategic plan is a working document. LTC shall articulate and continuously renew the plan to manage the growth and strategic direction of the organization. The board of directors decided to embark on an enhanced effort to engage the board and staff in a process to highlight and celebrate accomplishments , reaffirm the mission, vision, core beliefs and core values.

### ***About the LTC***

The Light of Truth Center was founded in 1999 by Baltimore native, Vaile Leonard, herself in long-term recovery. Her initial goal was to provide safe, supportive housing, in an atmosphere conducive to recovery for women seeking recovery. Her activities in overseeing the unfolding of the LTC are an expression of her personal commitment to and passion for serving women in recovery , families and the recovery community in the Baltimore area. It always has been her goal to assist women with their

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desire to recover, be whole and well, to equip them with the skills needed to realize their value as a creative, productive member of society.

The Light of Truth Center, Inc. (LTC) has created an innovative, all-inclusive behavioral health recovery system. LTC’s Continuum of Services model includes; Level I housing which provides a highly structured, therapeutic community modality (Modified) environment. Women who have thirty days clean and sober, are self-referrals, women leaving treatment and institutions compose level one. Level II housing is for women who have successfully completed level one and who have demonstrated the ability to maintain abstinence, have been successfully compliant with level one policies and procedures and function within the therapeutic community transition to the next level of care. Most women at level II are in aftercare and further develop recovery skills and tools. Level III housing is for women who have completed treatment, aftercare and are currently working to become self-sufficient but simply need a little more

support. Level III is long-term housing and provides fertile ground for continued growth and unfoldment. Women at level III housing are generally in school, employed or are financially able to seek permanent housing.

Further, we have developed a test site to support the recovery coach community (Certified Peer Recovery Specialist) and Training and Restoration Center for training, certifying and entrepreneurial development of LTC women and the recovery community. There are several programs associated with our housing program, training components; care coordination, treatment and our women's wholeness program. The treatment component provides clinical services including groups, relapse prevention, conflict resolution, and individual counseling. The Women's Wholeness program provides a holistic approach to healing the whole woman including finances, selfcare, relationships, dressing-for-success, haircare, personal hygiene, cooking, personal growth and recreation.

In 2010, LTC acquired and renovated a 4032 square foot building through a partnership with Neighborhood Housing Services. The building, named the Jefferson Jones Center opened in 2011 and now stands as an example of what is possible through collaborations, partnerships, perseverance, commitment and determination. In 2016, LTC received its license to provide Intensive Out-Patient/Out-Patient services, DUI/DWI thereby further increasing its capacity to serve even more women in the Baltimore area. In 2017, LTC also acquired and renovated two additional housing units. LTC now has the capability to house an additional ten (10) women providing expanded services including treatment The Light of Truth Center Inc. has increased its housing capacity to twenty-seven (27) women.

The Light of Truth Center, Inc. has diligently and methodically grown the organization from an idea, to a concept, to a full service Behavioral Health Organization. LTC has remained mission-driven, vision focused and has solidified a set of non-negotiable core beliefs and values. LTC opened its doors in 2000 with the capacity to house six women. To date, LTC has the capacity to house twenty-seven women. In the last 20 years of operation, with primarily a volunteer staff, LTC has served over 1370 women (residential and non-residential) and trained approximately 45 cohort members through its various programs, services, and other community partnerships.

## ***Key Elements of the Strategic Plan***

The strategic plan for LTC is a comprehensive document that captures the outcome of many meetings, discussions and planning sessions. The plan identifies five broad areas of focus for the organization:

1. ***Financial Viability:*** Continued fundraising and increasing service capacity will help to ensure that LTC has sufficient funds to operate now and in the future.
2. ***Program Effectiveness:*** A major focus is placed on "best practices" service implementation and measurable outcomes. Baltimore has recognized an opioid crisis, the availability of effective programs becomes even more important.
3. ***Marketing:*** A consistent marketing strategy is key to LTC's ability to attract and retain competent staff, volunteers and women seeking recovery. This also will help elevate the profile of LTC so that we can attract more corporate partnerships, collaborations and funding.

4. **Volunteerism:** LTC has grown in its use of volunteers for a variety of purposes. Through the formation of strategic alliances such as the Johns Hopkins SOURCE, LTC has been able to engage volunteer assistance with the development of the TRC business plan, addiction research and many other tasks.
5. **Partnerships:** The success of LTC does not occur in a vacuum; it requires partnerships. LTC has benefitted from its partnership with organizations such as the One God One Thought Center for Better Living, On Purpose Networking for Women, Care Neighborhood Association, Episcopal Housing Inc., Matthew Henson Neighborhood Association, West Baltimore Rising, Gaudenzia, and Maryland Peer Advisory Council.

The goals, objectives and action steps articulated within this plan relate to at least one of the above broad focus areas. Each goal is directly related to a focus area and is exclusive to that area. A number of objectives have been identified and prioritized for each goal. Objectives may be applicable to more than one focus area, but are listed under the area that most applies to it. Strategic action strategies have been identified for each of the priority objectives. As action strategies are completed and objectives are met, strategies for the other priority objectives identified in the plan will be developed.

## ***Implementation***

Implementation, continual monitoring and regular updates is crucial to successful outcomes. LTC Board members have committed to a minimum of semi-annual reviews of the progress of the plan as part of its regular board meetings.

## **Mission**

The Light of Truth Center, Inc. is a non-profit organization dedicated to providing safe and supportive housing in an environment conducive to recovery, transition, and restoration for women recovering from addictions. The Light of Truth Center facilitates education, empowerment, enlightenment, and healing for the women it serves.

## **Vision**

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The Light of Truth Center (LTC) is a thought-leader and innovator in women's addiction recovery, serving as a national model with progressive philosophies and programs that surround women seeking recovery with the real world support they need to recover fully and permanently.

LTC manifests this vision by:

1. Continually researching, designing and testing forward-thinking concepts that help women to heal and to end the cycle of addiction by focusing on the whole woman – her family, her work, and her community.

2. Advocating for women in recovery through grassroots and national initiatives that educate, empower and evolve women, policy makers, and society as a whole.
3. Maintaining a commitment to redefining the standard of care given to women seeking recovery by promoting nontraditional alternatives that create positive perceptions and attitudes as well as profound change.

## Core Beliefs

The Light of Truth Center:

1. Believes recovery is possible and that every woman has the right to recover.
2. Believes all souls can heal.
3. Stands on integrity and does everything in a spirit of genuine love and compassion.
4. Holds the vision of what's possible for each recovering woman until she can see it for herself.
5. Serves the needs of women in a holistic manner, providing a safe space for the recovery of her physical, mental and spiritual wellbeing.
6. Honors the dignity and esteem of all women.
7. Gives women the choice and opportunity for a new way of life.
8. Loves the woman until she can learn to love herself.
9. Understands that recovering women are people, not statistics, and behaves accordingly in all endeavors.
10. Knows that all women come to the Center already possessing positive life skills that will reveal themselves through the process of recovery, transition and restoration.
11. Believes the current "system" of helping women in recovery is deeply flawed and is committed to forwarding the progressive thinking and action that will light the way to a new day for women

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struggling with addiction everywhere.

## The LTC Brand Values

1. **Progressive** – The Light of Truth Center focuses on what it takes to support each woman in her recovery journey. This means finding ways to continue to support women beyond a particular funding stream and thinking "outside of the box" in the delivery of supports.
2. **Innovative and Risk Taking** - The Light of Truth Center has a commitment to explore new programs and strategies to support women in recovery. We recently have partnered with a

number of organizations to pilot a mindful approach to supporting recovery as well as an online portal for managing applications for admission.

3. **Compassion & Love** – The Light of Truth Center holds that deep and genuine love and compassion for women in recovery must be the guiding light by which all policies, services and programs are developed – and is the driving force behind all we create. Compassion and love allow us to see the woman and not the disease, and yet to understand what is needed to create the profoundly supportive environment in which women can not only recover, but be restored.
4. **Selfless Service** – Being of service selflessly to women in recovery is critical to our work, allowing us to hold expectations without resentment; to persevere despite setback; and to model the single most important key to staying in recovery: giving back.
5. **Imagination & Innovation** – Our spirit of imagination and innovation requires us to ask daily: What if? What if the most effective recovery program was free to women? What if the women themselves participated in the running of The Light of Truth Center? We hold ourselves to breaking through the system’s “rules” and creating new ways of supporting women as they recover from addiction.
6. **Integrity** – The very nature of the recovery process makes following through on intentions, rules and ideas critical not only to our success, but to the success of our clients. In all things, we *walk the talk* in order to remain in alignment with our values, mission, vision and core beliefs, and demonstrate the importance of a trusted and sacred relationship with self for women just beginning to discover and develop who they want to be in the world.
7. **Possibility** – Addiction is not yet curable. The best we can do is change the behavior of the woman seeking recovery. We can’t re-program her brain chemistry. Viewed in this light, the road to recovery can seem a daunting and impossible path with success nowhere near ensured. Our unending belief in the possibility of each woman *as an individual* is what inspires us to pull out all the stops in creating an environment capable

of supporting, nurturing and making possible the miracle we witness in our work every day – the miracle of recovery.

8. **Support** – The primary purpose of the Light of Truth Center is to provide support for women in recovery, but the value we place on support reaches far beyond what we give to the women we serve. We honor the concept of support by requesting it for ourselves – as founders,

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administrators and leaders; we tap into the resources available to us through our government, community, network, families, friends, donors and beyond. In asking for support ourselves, we are able to remember daily a little bit of what it feels like to speak the first courageous words of recovery: Help me.



## Goals

<b><i>Financial Viability</i></b>	Maintain the consistent sustainability of the Light of Truth Center by solidifying the financial viability of the organization. Create multiple streams of income.
<b><i>Program Effectiveness</i></b>	Implement processes to improve the effectiveness of communication, collaboration, and reporting across and among all programs of LTC.
<b><i>Marketing</i></b>	Implement a comprehensive three (3) year marketing plan to increase the visibility of the Light of Truth Center among its core audiences.
<b><i>Volunteerism</i></b>	Develop a committed core of individuals who will provide quality volunteer or paid support to the women served by the Light of Truth Center.
<b><i>Partnerships</i></b>	Increase the core of viable partnerships with various companies and organizations that are committed to the goals, objectives and values of the Light of Truth Center.

## Objectives

**(Financial Viability)** Maintain the consistent sustainability of the Light of Truth Center by solidifying the financial viability of the organization.

1. Expand program offerings
2. Achieve sustainability
3. Expand family services
4. Financial portfolio/analysis
5. Financial management
  - a. Pay bills, maintain operations
  - b. Investments, emergency funds
6. Develop new funding relationships. (Engage organizations that donate to non-profits, such as Foundations, Fellows, and companies in the community)
7. Develop and Implement multiple streams of income.

**(Program Effectiveness)** Implement processes to improve the effectiveness of communication, collaboration, and reporting across and among all programs of LTC.

1. Implement a process for measuring, and reporting data regarding the effectiveness of programs provided by the Light of Truth Center

2. Consistent utilization of current measurement resources such as ICANOTES and Quality of Life assessment
3. Identify key performance indicators for each program
4. Implement a comprehensive technology plan for the safe and effective use of technology throughout the organization.
5. Continue engagement with internal and external quality review partners

**(Marketing)** Implement a comprehensive three (3) year marketing plan to increase the visibility of the Light of Truth Center among its core audiences.

1. Revisit marketing/PR plan
2. Increase online marketing
3. Revisit branding
4. Increase the visibility of LTC via activities such as National Recovery Month and Recovering Hearts event
5. Develop an advocacy effort such as Families for Recovery Services. (Proposed name of an advocacy group LTC might start.)
6. Increase use of technology. (Increase use of website, electronic communication, virtual volunteerism, and funding, increasing circle of influence.)

**(Volunteerism)** Develop a committed core of individuals who will provide quality paid or volunteer support to the women we serve.

1. Develop a volunteer program
2. Build up current volunteer training process
3. Increase networking opportunities
4. Reinvigorate the LTC Advisory Council

**(Partnerships)** Develop a core of viable partnerships with various organizations that are committed to our goals, objectives and values.

1. Continue to strengthen relationships with existing partners
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2. Identify and pursue new opportunities for collaboration and partnerships
  3. Increase number of partnerships that can contribute funds and/or in-kind services to LTC programs

## Timeframe for Accomplishment

### Three-Year Marketing Plan

#### ***Overarching Marketing Planning Objective***

Develop a comprehensive three-year marketing plan to increase the visibility of the Light of Truth Center among its core audiences.

#### **Considerations**

The following issues need to be taken into consideration in developing a marketing plan for The Light of Truth Center:

1. **Cost of Plan** – The Light of Truth Center’s marketing budget must be managed effectively; the organization is a non-profit that uses the majority of its funding to run LTC programs. ***The plan needs to take advantage of “free” media, rather than paid advertising.***
2. **Ease of Implementation** – The Light of Truth Center has a limited part-time and volunteer staff. Although extremely capable, the board is time-crunched and has some marketing expertise. Therefore, a marketing team must be developed and committed to overseeing the marketing plan and executing all marketing tasks in order to ensure the achievement of the objectives. The marketing team will also be responsible for monitoring the effectiveness of the plan. ***The key to Ease of Implementation is to “do a few highly effective things very well.”***
3. **Fund-Raising** – The board of directors must work to ensure that those responsible for fund-raising have the communications materials and avenues required for successful fund-raising. ***The marketing plan will need to be aligned with the goals of the Fund-Raising Subcommittee in order to successfully raise needed funding.***

#### **Core Audiences**

- Donors
  - Volunteers
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- Recovery Coaches
  - Program Participants (past, present and future)
  - Board Members
  - Community Organizations/Grantmakers/Government
  - Treatment Centers/Treatment Programs
  - Media

## Timeframe for Accomplishment

FOCUS AREA	OBJECTIVE	YEAR 1	YEAR 2	YEAR3
Financial Viability	Expand family services	X		
	Develop DUI/DWI	X		
	Develop finances for technology			X
	Develop new funding relationships		X	
Program Effectiveness	Create development of data analysis	X		
	Continue internal and external quality reviews	X		
	Continued surveys	X		
Marketing Plan	Revisit marketing plan	X		
	Increase onsite marketing	X		
	Utilize new marketing avenues		X	
	Increase advocacy efforts	X		
Volunteerism	Further develop Peer Service 500 hours program	X		
	Build training program for Peers		X	
	Create advisory council	X		
Partnerships	Purse new partnerships	X		
	Further develop new partnerships		X	
	Identify new collaborations			X

## **Vision and Brand Values**

(See Vision Statement and Brand values)

The LTC's Brand Promise: **Innovation in Hope**

The LTC's Brand Essence: **Love is at the heart of everything.**

## ***Marketing Plan***

*Awareness-Interest-Desire-Action (AIDA) – Our goal is to move all core audiences through this marketing model. LTC, begins with Awareness for a large percentage of our target. Current donors, volunteers, etc., are in the Action phase already. The goal is to provide marketing communications that addresses all stages of this process.*

Awareness: Target becomes aware of LTC and realizes/comes to understand that a number of possible actions or ways to become involved with the Center are available to them.

Interest: The target actively self-selects and shows a preference for a particular course of action (e.g. making a donation).

Desire: The target's enthusiasm grows as they investigate being in relationship with the LTC (donors, volunteers, media, etc.)

Action: The target is moved to act and experiences the benefits of their action (e.g. New donor makes a contribution to the LTC, feels good about their action).

## **Year One: Branding, Materials Development, Awareness Building**

### ***YEAR ONE ACTIVITIES***

- Develop an emotionally resonant and strategically based brand platform for Light of Truth Center on which all marketing communications and other communications and activities will be based.

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- Develop a viable, doable marketing plan that can be easily managed and executed by the board of directors.
- Develop new marketing programs/events designed to meet fund-raising and volunteer development objectives.
  - Social Media Strategy
  - Brochures (general, fund-raising, corporate, volunteer)
  - eNewsletter

## ***YEAR ONE MARKETING OBJECTIVES***

Increase awareness of the LTC's mission and work among core audiences.

Develop new relationships within core audiences.

## ***YEAR ONE MARKETING STRATEGIES***

1. Grow LTC database via **Internet Marketing** (Web Site, Email Marketing, Social Media).
2. Increase awareness, donations, volunteerism via **Personal/Direct Selling & Events**.
3. Increase awareness via **Public Relations & Publicity**.
4. Increase funding via **Partnership & Sponsorship Development**.

### **Internet Marketing**

Goal: Develop a robust online presence for the LTC to include:

- Social Media Program (Facebook, , LinkedIn, Twitter)
- Email Marketing Program

#### **Web Site Refinement**

Continue to refine the website to attract an increased viewership that converts. Consideration will be made to:

- Keeping “refreshed” copy for all sections
- Modifying the volunteer orientation section.
- Addition of success story sections
- Call to Action sections and appropriate exit intent popups
- Increase “findability” of LTC site via Search Engine Optimization

#### **Social Media**

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Positioning: Social Media communications will be based on the brand platform and achieve a balance of seriousness and humor – inspirational, introspective and encouraging messages.

#### **Plan:**

Create Facebook and Twitter page and strategy.

Training of LTC staff on using automated Social Media Management Tools.

Ongoing Social Media tasks include:

- Create welcome letter and respond to all new Facebook “fans.”
- Regularly building of lists on Facebook and Twitter.

- Posting of quotes, articles, questions, photos and LTC success stories on Facebook, and Twitter – designed to drive people to the LTC web site.

### **Email Marketing**

*Create an internet marketing campaign via Constant Contact or similar service that fosters a long-term relationship between LTC’s friends and family and potential donors and volunteers. The goal of the email marketing program is to build and grow relationships with a committed base of “friends of the Center” and ultimately to secure donations and volunteers.*

Plan:

- Create LTC eNewsletter Template
- Deliver LTC e Newsletter 12 times per year

### **Personal/Direct Selling & Events**

Goal: Develop a personal sales program for approaching organizations for contributions.

Plan:

- Create a standard presentation to deliver to individuals and/or groups (includes DVD)
- Develop “Hit List” of desired donors
- Schedule series of fund-raising “parties”
- Identify key events for LTC to participate in

### **Public Relations & Publicity**

Goal: Create a PR/Publicity campaign designed to get the word out about the great work LTC is doing in the community.

Plan:

- Create story angles
  - Create media kit
- 
- Pitch stories to media, includes developing approximately 12 news releases and/or media alerts per year
  - Follow up with media on all releases and alerts
  - Create and identify public appearance/publicity opportunities for LTC’s director, Vaile Leonard, and position the executive as the expert for panels and to reporters on subjects related to progressive drug rehabilitation, running non-profits, women in business, fund-raising, etc.

### **Partnerships & Sponsorships**

Goal: Seek out key partnership and sponsorship opportunities for the LTC.

Plan:

- Develop Partner and Sponsorship criteria
- Identify potential partners and sponsorship opportunities
- Develop Partner/Sponsor presentation

## **Year Two & Three: Continue Awareness Campaign – Increase Results**

### ***YEAR TWO & THREE ACTIVITIES***

- Develop new marketing objectives building on the success of Year One awareness campaign.
- Monitor/track the results of the marketing initiative.
- Research and maintain databases of donors, prospective donors, volunteers and all core audiences.
- Re-evaluate marketing communications materials and messaging.
- Continue execution of all marketing components from Year One.

### ***YEAR TWO & THREE MARKETING OBJECTIVES***

Build on success of internet marketing program, converting our social media fan base, our partners and sponsors and the media into a loyal group of donors, volunteers and proponents of the LTC.

Using current numbers as a foundation, LTC needs to accomplish the following in Years Two and Three:

- Assist the board of directors in increasing donations by 10% (to be determined by Year One accomplishments.)
- Increase volunteer list by 10% (to be determined by Year One accomplishments.)
- Increase media exposure (including public appearances) by 10% (to be determined by Year One accomplishments.)

## ***YEARLY BREAKDOWN OF PLAN***

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Year One:	Branding & Communications Development
	Initiation of Positioning & Awareness Building Campaign
Year Two:	Continue Positioning & Awareness Campaign
	Begin to convert relationships into income
Year Three:	Continue to build awareness and convert fans into funding
	More money from current donors
	Revitalize volunteer base

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