



FACES & VOICES OF RECOVERY

ADVOCATE. ACT. ADVANCE.

Our Mission:

Changing the way addiction and recovery are understood and embraced through advocacy, education and leadership.

Our Vision:

We envision a world where the diverse voices of individuals and families affected by addiction are embraced and connected in communities, free from discrimination and injustice.

Organizational Values:

- Authenticity
- Integrity
- Wellness
- Leadership
- Diversity
- Inclusion & Participation
- Equality
- Equity
- Activism

Strategic Goals

Goal 1: Advocacy

Establish Faces & Voices of Recovery as the national voice in advocating for public policies and funding that support addiction recovery for all.

Goal 2: Resource Development

Strengthen Faces & Voices of Recovery's financial health and sustainability through a strategic assessment of financial performance, diversification of funding sources, and smart resource management and growth.

Goal 3: Governance and Operations

Strengthen organizational effectiveness through increased Board engagement and enhanced internal operations.

Goal 4: Programs

Increase impact of the Faces & Voices of Recovery training services and programs.

ADVOCATE. ACT. ADVANCE.



FACES & VOICES OF RECOVERY

ADVOCATE. ACT. ADVANCE.

Goal 1: Advocacy

Establish Faces & Voices of Recovery as the national voice in advocating for public policies and funding that support addiction recovery for all.

- **Objective 1:** Establish an advocacy communications plan as an essential function across the organization to influence policy, grow public awareness, mobilize communities around advocacy efforts and grow visibility of the need for the organization.
 - Research who the audiences are and should be for inclusive, authentic outreach and messaging.
 - Develop a public awareness campaign to increase organizational impact.
 - Create content that highlights practice-based evidence and innovative ideas.
 - Set-up action alerts to quickly inform constituents about policy-related updates, events or news items.
 - Message on mobilizing and activating the public.
 - Develop strategies to coordinate national messaging around addiction recovery.
 - Continue to build and strengthen social media outreach to serve advocacy goals.
 - Assess internal capacity for the communications efforts and establish a dedicated position if necessary.

- **Objective 2:** Further develop the public policy committee of Board and staff members.
 - Ensure representation of different communities within the public policy committee
 - Develop a timeline of action items to advance the organization's advocacy work.
 - Identify ways to infuse advocacy more powerfully into Faces & Voices of Recovery's current services and products.
 - Establish a public affairs staff position.

- **Objective 3:** Strengthen relationships with legislators on Capitol Hill and with Federal agencies through regular outreach.
 - Create a working group of congressional staffers and Faces & Voices of Recovery Board and staff to establish a "recovery caucus".

ADVOCATE. ACT. ADVANCE.



FACES & VOICES OF RECOVERY

ADVOCATE. ACT. ADVANCE.

- **Objective 4:** Establish/grow relationships with state-level legislators, policy makers and Single State Agencies.
 - Re-establish the recovery ambassador program and train state ambassadors to represent Faces & Voices of Recovery in advocacy efforts within their states.
- **Objective 5:** Build advocacy training services within Faces & Voices of Recovery's core signature trainings.
 - Ensure that the trainings reflect and promote the organization's commitment to diversity, equity, and inclusion.

Goal 2: Resource Development

Strengthen Faces & Voices of Recovery's financial health and sustainability through a strategic assessment of financial performance, diversification of funding sources, and smart resource management and growth.

- **Objective 1:** Conduct an assessment of financial performance including contracts and other current revenue sources that have potential for growth and spending efficiencies.
 - Develop 5-year budget projections.
 - Evaluate cost/benefit of membership structure and earned income producing programs.
 - Determine Return on Investment for programs based both on expense and revenue, and on anticipated future benefits to the field.
 - Consider ways to reduce travel costs through virtual meetings.
- **Objective 2:** Diversify funding sources.
 - Research the market need and opportunity for income-generating products such as:
 - RDP in new and emerging fields related to addiction recovery.
 - Merchandise
 - Paid speaker opportunities at state and national conferences.
 - Establish a Speaker Bureau.
 - Current signature trainings and additional ones under consideration.

ADVOCATE. ACT. ADVANCE.



FACES & VOICES OF RECOVERY

ADVOCATE. ACT. ADVANCE.

- **Objective 3:** Strengthen strategic development plan and activities to grow donor-base and increase sponsor contributions.
 - Develop a detailed fundraising plan that includes strategies to build capacity and to expand the pool of cultivated prospects.
 - Cultivate relationships with foundations to identify grant opportunities that can fund the growth of specific programs.
 - Cultivate relationships with corporate partners for increased financial sponsorship of events.
 - Foster an organizational culture of philanthropy by developing a donor-centric approach to all communications and outreach.
 - For example: external communications should include a call to action, such as “donate now” or “become a member”.

- **Objective 4:** Increase membership revenue.
 - Examine the member-base to determine the types of communities that the member base includes, does not include, and needs to include in order to inform more inclusive outreach and representation.
 - Survey the member-base to collect their perceived value of current member benefits and additional benefits that are of interest to them.
 - Strengthen communications with current and potential member groups by providing timely, quality content, opportunities for engagement and optimizing the most successful communications channels.
 - Grow the member base by X% in 3 years through more broad-based outreach and awareness-building and enhanced member benefits and other attraction and retention strategies.

- **Objective 5:** Develop sustainability and marketing for CAPRSS to increase revenue and elevate the organization’s lead role in RCO accreditation.
 - Ensure alignment of DE&I expectations for RCOs and for Faces & Voices of Recovery.

Goal 3: Governance and Operations

Strengthen organizational effectiveness through increased Board engagement and enhanced internal operations.

- **Objective 1:** Imbed the diversity, equity and inclusion organizational values and plan into the organization’s culture and approach to internal

ADVOCATE. ACT. ADVANCE.



FACES & VOICES OF RECOVERY

ADVOCATE. ACT. ADVANCE.

assessments, practices, programs and operations, including the objectives that follow.

- **Objective 2:** Conduct an assessment of Board functions to inform areas for improvement.
- **Objective 3:** Increase Board engagement and impact.
 - Formalize Board expectations and roles.
 - Provide Board training on best practices for Board functions.
 - Formalize Board nominating and recruitment committee.
 - Establish clear expectations for all Board committees.
 - Develop opportunities for Board and staff interactions.
- **Objective 4:** Review organization's bylaws annually to ensure compliance and relevancy.
- **Objective 5:** Increase effectiveness and efficiency of internal operations.
 - Formalize policies and procedures for managing programs, customer service and product delivery into a manual.
 - Provide internal and external staff trainings and opportunities for professional development.
 - Provide pathways for internal advancement for talent retention.
 - Review personnel policies with the Board.
- **Objective 6:** Establish a Development Committee of the Board to oversee and support implementation of resource development efforts.
 - Establish clear expectations for committee members and committee procedures.

Goal 4: Programs

Increase impact of the Faces & Voices of Recovery training services and programs.

- **Objective 1:** Conduct a formal assessment of current programs that evaluates program performance, audiences being reached, mission alignment and relevancy. Core areas to assess include:
 - Program purpose and impact
 - Alignment with mission and vision
 - Target audiences
 - Barriers for entry

ADVOCATE. ACT. ADVANCE.



FACES & VOICES OF RECOVERY

ADVOCATE. ACT. ADVANCE.

- Impact measurement
- Financial performance
- Staff capacity
- External competition

- **Objective 2:** Develop strategies to strengthen program operations and impact.
 - Develop strategies per project:
 - ARCO
 - NRI
 - RDP
 - CAPRSS
 - Events
 - Research
 - Establish short and long-term goals for each program.
 - Establish measures of success for each and how they will be tracked.

- **Objective 3:** Use DE&I work to evaluate programs on a quarterly basis.

Adopted by the Board of Directors

Date: December 10, 2020

ADVOCATE. ACT. ADVANCE.