



# Lifetime RECOVERY

Chemical Dependency Treatment Center

*OUR MISSION:*

Changing lives through  
comprehensive treatment  
of substance abuse

*OUR VISION:*

Hope is Found

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**Strategic Plan 2020 -2025**



## Message from the President and CEO



It is with great pride that the Board of Directors and administration of San Antonio Lifetime Recovery introduce its strategic plan for 2020-2025. The plan builds on the organization's longstanding mission to serve the needs of South Texas by supporting substance use disorder and mental health services, programs, and treatment.

This strategic plan is the result of many months of assessing, discussing, and planning for the future. It identifies organizational priorities, sets goals, and outlines plans to achieve them. The strategic plan serves as a guide for current and future leadership to promote sound fiscal and organizational sustainability and support programs to benefit the men, women, and families we serve in the community.

This plan is a working document which will be carefully monitored, routinely evaluated, and updated as needed to deliver on the strategic priorities identified and the ongoing implementation process.

I am thankful to the Board of Directors and Lee + Associates for their unwavering commitment and input to this important process. I thank our many donors and stakeholders for their support throughout the years and look forward to sharing our future achievements.

Respectfully,

**David A. Phipps**  
President & CEO

# STRATEGIC PRIORITIES AND GOALS 2020-2025



## STRATEGIC PRIORITIES

The strategic priorities focus the goals for Lifetime Recovery's strategic plan. Each priority will help us continue to make a positive impact on recovery services and treatment.

**Enhance facilities**

**Expand services**

**Diversify funding**

**Strengthen public awareness and branding**

## STRATEGIC GOALS

- 1 Evaluate and enhance all facilities to support impactful service delivery in a welcoming and emotionally safe environment for all.
- 2 Evaluate and strengthen current and any new programs to maximize impact and effectiveness.
- 3 Create a strategic funding model that ensures ongoing planning and long-term sustainability.
- 4 Position Lifetime Recovery as the acknowledged leader of providing recovery services and resources in the San Antonio area.
- 5 Develop a plan that ensures Board and staff have the skills and tools needed to fulfill Lifetime Recovery's mission.





# From the Board Chair

San Antonio Lifetime Recovery was founded in 1963 to serve as a catalyst for change in the lives of those suffering from substance use disorders and mental health issues. Lifetime's staff and Board of Directors have adopted a strategic plan that builds on the organization's long-standing mission to support men, women, and families by providing excellent treatment and recovery support services.

Under the guidance of Lee + Associates and financial support from funders, we not only set challenging goals, but also had the opportunity to share creative ideas concerning the issues of behavioral health. The plan set forth in this document is bold and provides the clarity needed to empower the lives of those we serve.

Voices from our stakeholders also helped to shape this exciting plan. We are committed to receiving ongoing input as we implement this blueprint for the future. The goal of this plan is to impact our community and strengthen the organization of San Antonio Lifetime Recovery.

Sincerely,

**Rudy Lopez**  
Board Chair

# Planning Overview

Lifetime Recovery developed this strategic plan with assistance from Lee + Associates, a consulting firm in San Antonio, Texas, serving the nonprofit community. The work and deliberation of the Board of Directors and President & CEO produced the strategic goals and objectives for the next five years, along with an operations plan to ensure accountability for implementation. This strategic plan is a key step toward continued success and provides Lifetime Recovery with a clear roadmap for strengthening organizational capacity and sustainability.

This plan was developed with involvement and guidance from the Board and the organization's President & CEO. The Board met twice, first to reflect on the vision of the organization and develop strategic priorities, and later to determine the strategic goals to govern the strategic plan.

Lifetime Recovery sought the voice and opinion of its stakeholders, including the Board, staff, community partners, donors and funders. Based on input from its stakeholders, this plan focuses Lifetime's vision and direction toward creating greater impact in the community it serves.

The survey results were presented at the second strategic planning session. The data gathered helped the group assess both the challenges and opportunities that Lifetime is likely to face over the next five years and set the context for the choices reflected in this strategic plan.

Lee + Associates also conducted a focused organizational scan to review specific operational aspects important to the President & CEO. Recommendations for improvement were reviewed in detail, and assistance for development of particular systems was given.

This plan will provide direction for Lifetime Recovery as it focuses over the next five years to strengthen sustainability, complete a capital campaign, and deliver services with greater impact to the Bexar County and South Texas communities.

*NOTE: Some photos used in this document were taken prior to the implementation of COVID-19 protocols.*

*This strategic plan serves as a guide to promote sound fiscal and organizational sustainability and to support programs that benefit those whom we serve.*



# Background and History

**Lifetime Recovery, a Texas not-for-profit, was established in 1963 to provide high-quality counseling recovery services to individuals abusing alcohol and other substances to help them achieve and maintain sobriety and become healthy, productive members of the community.**

In our 57 years of serving the Bexar County and South Texas community, Lifetime has led thousands to recovery, serving an average of 2,000 annually during the past two years. Demand for services has propelled Lifetime's growth to become one of the largest residential treatment centers in South Texas and the only gender-specific inpatient treatment for men suffering the ravages of substance use disorders.

Over the next five years of this strategic plan period, Lifetime will bring to fruition a capital campaign to renovate its South Texas campus, enhance the delivery of already top-quality services, ensure a highly skilled workforce and engaged Board of Directors, and gain renown for being the pre-eminent voice and authority in recovery services in South Texas.

**57**  
years serving  
Bexar County  
and South Texas

**2000**  
average number  
of clients  
served annually



# Programs and Community Impact

## RESIDENTIAL PROGRAM

Inpatient treatment takes place in South Texas' largest gender-specific residential care facility for men. The serene setting and private 18.5 acre campus in rural South Texas provides the perfect backdrop for those who come to receive treatment for drug and alcohol addiction and are seeking long-term sobriety.

The goal for those seeking inpatient treatment is the restoration of the family by forming better fathers, better sons, better brothers—better men.

## OUTPATIENT SERVICES

Outpatient treatment services for substance abuse disorders are offered to women and men. Treatment is provided in a less restrictive setting that is conducive to the patient continuing with their daily activities while receiving life-affirming and healing services that bring families together.

Lifetime's Outpatient Services location is convenient and widely accessible.



## RECOVERY SUPPORT SERVICES

Recovery Support Services acknowledges that persons with substance use disorders need help dealing with many factors affecting their ability to sustain a newly healthy and sober life. Coaches walk hand-in-hand with each participant from treatment to long-term sobriety and community involvement.

Services offered include:

- Wellness
- Living arrangements
- Transportation
- Nutrition education
- Career education
- Spiritual connections
- Community Fellowship Fridays

## RECOVERY COACHING

Participants receive critical after-care support on their path to sobriety by participating in the Recovery Links coaching program. Lifetime coaches help the participant maintain newly-developed skills and attitudes to overcome obstacles and cope with the realities of life in a healthy way. Coaches provide a support structure for the client, meeting them where they are to assist in stable, ongoing sobriety.



## STRATEGIC GOAL 1

Evaluate and enhance all facilities to support impactful service delivery in a welcoming and emotionally safe environment for all.



### GOAL OVERVIEW

*We resolve to provide a safe and nurturing physical and emotional space for clients, staff, and visitors when receiving services, working, or visiting Lifetime Recovery.*

Renovation of our residential campus began in early 2020 with funding from Lifetime Recovery's ongoing capital campaign. This needed facelift will allow for updated, more secure, and comfortable physical facilities for patients and an environment where staff can thrive as they deliver the necessary services to foster recovery.

Staff and volunteers' satisfaction, safety, and security are paramount to the achievement of optimal organizational health; if people feel safe in their environment, they will be happier and more productive. Well-maintained facilities equipped with security features to safeguard the people who work, volunteer, live in, and visit are a top priority for Lifetime Recovery.

## STRATEGIC GOAL 2

Evaluate and strengthen current and any new programs to maximize impact and effectiveness.



### GOAL OVERVIEW

*We strive to continually scan best practices, evidence-based and innovative models to deliver top quality services that fulfill the needs of the recovery community we serve.*

Continued internal and external scanning of programs and services is to be undertaken diligently and intentionally for Lifetime to remain the leader in its field—always.

To best support impactful and far-reaching service delivery, Lifetime will invest in new technologies to bring services to a wider audience, including through Telehealth, and implement an electronic records management system to enhance provider efficiencies and quality of care.



## STRATEGIC GOAL 3

Create a strategic funding model that ensures ongoing planning and long-term sustainability.



### GOAL OVERVIEW

*We commit to approach funding needs in a strategic and forward-thinking manner to ensure Lifetime's sustainability for years to come.*

Lifetime Recovery recognizes that having a strong sustainability plan in place will position the organization to serve the Bexar and South Texas community with maximum impact for years to come.

Lifetime's leadership is committed to ensuring that appropriate financial resources are available to support and grow programs, recruit and retain qualified talent, build a stronger infrastructure to support operations, and expand impact in the community. While our current funding sources are diverse, achieving more intentional diversification will ensure resources are available to meet growing community and organizational needs.

## STRATEGIC GOAL 4

Position Lifetime Recovery as the acknowledged leader of providing recovery services and resources in the San Antonio Area.



### GOAL OVERVIEW

*We aim to achieve continued recognition as the pre-eminent experts in the recovery arena, sharing our knowledge and resources with patients, community, and elected representatives to maintain awareness and affect laws regarding access to recovery services.*

Lifetime Recovery understands the opportunity to inspire greater stakeholder engagement, collaboration, and support by enhancing understanding of its mission and purpose. Finding more effective ways to affirm our expertise and leadership in the realm of recovery services, through intentional public awareness, communications, and marketing campaigns, will be sought.



## STRATEGIC GOAL 5

Promote organizational sustainability by creating a succession plan for key staff members and a staffing plan to support future growth.



### GOAL OVERVIEW

*We resolve to develop and maintain a highly engaged, diverse, and skilled Board of Directors and staff to provide all our stakeholders with the assurance Lifetime will deliver on the promise of its mission.*

Lifetime Recovery's most important asset is its people. Without internal stakeholders serving as the main engine driving successful operations—including staff, boards, and volunteers—the organization will not be able to fully deliver on its mission.

Building upon the existing commitment and dedication of its staff and Board, Lifetime's leadership will focus efforts to ensure adequate resources are in place to provide the necessary tools to develop, engage, retain, and compensate its workforce. This will elevate the organization to higher levels of service delivery, client satisfaction, and community impact.



### VISION TO REALITY

## Operations Plan

Lifetime Recovery has developed an operations plan to ensure timely implementation of strategic goals and objectives and imbue accountability throughout the process.

The operations plan should remain flexible, understanding that objectives may change based on external and internal environmental conditions. Goals should remain as approved by the Board over the duration of the five-year period of the strategic plan. Staff will finalize the operations plan with responsible parties and timelines.





# Lifetime RECOVERY

Chemical Dependency Treatment Center

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