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# PROGRAM IMPLEMENTATION PLAN

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2025



JANUARY 2, 2025  
PLACE OF GRACE CAMPUS  
252 School Street, Rockingham, NC 28379

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## Mission:

It is the vision of our organization to create a happy, healthy, and safe community living in prosperity with each other and hopeful for the future. We attain this vision through our mission of helping men and women transition back into the community; finding the freedom to discover their purpose and make a positive difference in the world. We have cast a wide net around everyone in our community affected by opioids; helping our neighbors who are re-entering society from periods of incarceration, struggling with housing insecurity, and those fighting behavioral health or substance use disorders. By creating accessible health, socio-economic and community supports, our campus is strategically positioned to help these individuals achieve physical and mental well-being, safe and stable housing, meaningful purpose through education and employment, and the supportive social relationships and respect they need to survive and thrive. Our Primary Case Managers, Affiliates and Teams, including Peer Support Specialists, Certified Drug and Alcohol Counselors, Social Workers, Primary Care Physicians and Psychiatrists are all dedicated to effecting these goals and reversing the plague of homelessness and substance use disorder that is afflicting our community.

## Intervention / Treatment Plan

### Program Overview

The program aims to provide comprehensive support to individuals transitioning from substance use disorder (SUD) and Behavioral Health (BH) treatment to independent living. The focus is on addressing the root causes of the problems, promoting recovery, and preventing relapses through a combination of evidence-based interventions and holistic support.

## Restorative Recovery Model

1. **Holistic Approach:** It considers the whole person, including their physical, emotional, social, and spiritual well-being.
2. **Person-Centered:** The individual's preferences, goals, and values are at the center of the recovery process.
3. **Empowerment:** It emphasizes the importance of self-determination and empowering individuals to take control of their own recovery.
4. **Peer Support:** Support from peers who have experienced similar challenges is a crucial component.
5. **Community Involvement:** It encourages the involvement of family, friends, and the community in the recovery process.
6. **Cultural Sensitivity:** The model respects and incorporates the individual's cultural background and experiences.
7. **Trauma-Informed:** It acknowledges the impact of trauma and provides support to address it.

## Redirecting Inappropriate Participant Behavior

1. **Behavioral Therapy:** Implement [Cognitive Behavioral Therapy \(CBT\)](#)<sup>1</sup> and [Dialectical Behavior Therapy \(DBT\)](#)<sup>2</sup> to help participants understand and change negative thought patterns and behaviors.
2. **Motivational Interviewing:** Use motivational interviewing techniques to enhance participants' motivation to change and engage in the recovery process.
3. **Positive Reinforcement:** Establish a system of rewards and incentives for positive behavior and milestones achieved in the recovery process.
4. **Conflict Resolution Training:** Provide training in conflict resolution and anger management to help participants handle disputes and emotional triggers constructively.

## Addressing Identified Needs of Participants and Families

1. **Individual Counseling:** Offer one-on-one counseling sessions to address personal issues, trauma, and mental health conditions that may contribute to substance abuse.
2. **Group Therapy:** Facilitate group therapy sessions to provide peer support, share experiences, and build a sense of community among participants.
3. **Family Therapy:** Involve family members in therapy sessions to address family dynamics, improve communication, and provide support for the participant's recovery journey.
4. **Life Skills Training:** Provide training in essential life skills such as budgeting, job searching, cooking, and time management to prepare participants for independent living.
5. **Educational Workshops:** Conduct workshops on topics such as substance abuse education, relapse prevention, and healthy coping mechanisms.

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<sup>1</sup> [Cognitive behavioral therapy - Mayo Clinic](#)

<sup>2</sup> [Dialectical Behavior Therapy | Psychology Today](#)

## Typical Interventions Utilized

1. **Medication-Assisted Treatment (MAT):** Utilize FDA-approved medications to manage withdrawal symptoms and reduce cravings, combined with counseling and behavioral therapies.
2. **Peer Support:** Engage peer support specialists who have lived experience with substance abuse and recovery to provide guidance and mentorship.
3. **Case Management:** Assign case managers to develop individualized treatment plans, coordinate services, and monitor progress.
4. **Holistic Therapies:** Incorporate holistic therapies such as meditation, art therapy, and physical exercise to promote overall well-being.
5. **Vocational Training:** Offer vocational training programs to help participants develop job skills and secure employment.

## Family/Caregiver Involvement

1. **Family Education Programs:** Provide educational programs for families to understand substance abuse, recovery processes, and how to support their loved ones effectively.
2. **Support Groups:** Facilitate support groups for family members and caregivers to share experiences, gain support, and learn coping strategies.
3. **Regular Communication:** Maintain regular communication with families to update them on the participant's progress and involve them in the treatment process.
4. **Family Counseling:** Offer family counseling sessions to address any issues within the family unit and strengthen family bonds.

By implementing these interventions and involving families and caregivers, the program aims to create a supportive environment that fosters recovery, reduces relapse rates, and helps participants transition to independent living successfully.

## Project Outcome

The project outcome for the Richmond County Rescue Mission, Inc. aims to significantly improve the well-being and stability of its residents. The impact of the service on clients can be measured through several key indicators:

### 1. Improvement in Mental Health

- Measure: Percentage of residents reporting a reduction in symptoms of anxiety and depression.
- Target: 80% of residents will report a 50% reduction in symptoms within six months.
- Evaluation Method: Regular mental health assessments using standardized tools.

### 2. Increase in Employment Rates

- Measure: Percentage of residents who secure employment or enroll in educational programs.

- Target: 80% of residents will secure employment or enroll in educational programs within six months.
- Evaluation Method: Employment status tracking through monthly check-ins and surveys.

### **3. Housing Stability**

- Measure: Percentage of residents who transition to permanent housing.
- Target: 80% of residents will transition to permanent housing within one year.
- Evaluation Method: Follow-up surveys and housing status reports.

### **4. Reduction in Substance Use**

- Measure: Percentage of residents reporting a decrease in substance use.
- Target: 80% of residents will report a decrease in substance use within six months.
- Evaluation Method: Regular substance use assessments and self-reported surveys.

### **5. Client Satisfaction**

- Measure: Percentage of residents expressing satisfaction with the services provided.
- Target: 90% of residents will express satisfaction with the services within three months.
- Evaluation Method: Client satisfaction surveys conducted quarterly.

These outcome measures are designed to be measurable, obtainable, understandable, and clear. Accurately reflecting the expected results. They are set at levels that are attainable within specific time frames and will be evaluated through a combination of assessments, surveys, and follow-up reports.

## **Qualifications, Experience, Affiliations, Certifications**

### Richmond County Rescue Mission

- From the Street to Your Feet (Men's Program)
- From the Street to Your Feet (Women's Program)
- Cold Weather Emergency Shelter
- Free Clothing Closet
- Food Pantry
- Follow and Fish Street Ministry
- Certified Peer Support Specialists (CPSS)

### **Affiliates**

1. [Assurance Life Learning Center](#)
  - CARF Accredited, CADC-R, CPSS, MSL
2. [Sandhills Best Care](#)
  - Primary Care (PCP), Mental/Behavioral Health (BH), Tailored Care Management (TCM), Medication Assisted Treatment (MAT)
3. [Daymark Recovery Services](#)
  - Assertive Community Treatment (ACT)
  - Dialectic Behavior Therapy (DBT)
  - Psychosocial Rehabilitation (PSR)
  - Substance Abuse Intensive Outpatient (SAIOP)
  - Assessment and Referral
4. [Goshen Medical Center](#)
  - Primary Care Physicians
  - Mobile Health Clinic
5. [Richmond Community College](#)
  - High School Diploma (HSD) General Education Development (GED)
  - Continuing Education
  - Financial Literacy
  - Computer Literacy
  - Career Coaching
  - Advanced Computer Training
  - Life Skills
  - [Career Training](#)

## **Project Implementation Plan:**

### **Preparation Phase**

#### Objective:

- Set the foundation for the project by ensuring all resources, personnel, and plans are in place.

#### Activities:

- Finalize project design and obtain necessary approvals.
- Recruit and train additional staff.
- Procure equipment and materials.
- Establish and strengthen partnerships with local organizations and stakeholders.

#### Timeline:

- Month 1-2

### **Initial Implementation Phase**

#### Objective:

- Begin executing the expanded project activities, focusing on establishing core operations.

#### Activities:

- Launch expanded management and administration operations.
- Initiate enhanced support and counseling services.
- Start upgraded healthcare and wellness programs.
- Begin expanded operations and maintenance tasks.

#### Timeline:

- Month 3-4

### **Full Implementation Phase**

#### Objective:

- Expand and stabilize all project activities, ensuring they are running smoothly and effectively.

#### Activities:

- Fully implement expanded education and employment programs.
- Launch enhanced recreational and life skills activities.
- Integrate additional volunteers into daily operations.
- Ensure upgraded kitchen operations are fully functional.

#### Timeline:

- Month 5-8

### **Monitoring and Evaluation Phase**

#### Objective:

- Continuously monitor and evaluate the project's progress to ensure goals are being met and make necessary adjustments.

#### Activities:

- Conduct regular performance evaluations and audits.
- Gather feedback from staff, residents, and stakeholders.
- Adjust strategies and methodologies based on evaluation results.
- Provide ongoing training and support to staff.

#### Timeline:

- Month 9-12

### **Sustainability and Expansion Phase**

#### Objective:

- Ensure the project's long-term sustainability and explore opportunities for further expansion.

Activities:

- Develop sustainability plans, including funding strategies.
- Strengthen partnerships with local organizations and stakeholders.
- Explore opportunities for expanding services and programs.
- Conduct final project evaluation and report findings.

Timeline:

- Month 13-15

## Sustainability:

### Future Financial Support

a) Objective:

- Ensure the long-term financial stability of the project.

b) Strategies:

- **Diversify Funding Sources:** Seek funding from multiple sources, including government grants, private donations, corporate sponsorships, and fundraising events.
- **Develop a Fundraising Plan:** Create a comprehensive fundraising plan that includes annual campaigns, major gift solicitations, and planned giving programs.
- **Grant Writing:** Hire or train staff in grant writing to secure funding from foundations and government agencies.
- **Partnerships:** Establish partnerships with local businesses and organizations to secure financial and in-kind support.
- **Financial Management:** Implement robust financial management practices to ensure efficient use of resources and transparency in financial reporting.

### Staff Requirements

a) Objective:

- Maintain a well-trained and motivated staff to support the project's operations.

b) Strategies:

- **Recruitment:** Develop a recruitment plan to attract qualified candidates for all positions.
- **Training and Development:** Provide ongoing training and professional development opportunities to ensure staff are equipped with the necessary skills and knowledge.



- **Retention:** Implement strategies to retain staff, such as competitive salaries, benefits, and a positive work environment.
- **Volunteer Engagement:** Continue to engage volunteers to support various aspects of the project, providing training and recognition to ensure their continued involvement.

#### **Continued Community Interest**

##### **a) Objective:**

- Maintain and increase community interest and involvement in the project.

##### **b) Strategies:**

- **Community Outreach:** Conduct regular outreach activities to inform the community about the project's goals, activities, and successes.
- **Engagement Events:** Host events such as open houses, community meetings, and workshops to engage the community and gather feedback.
- **Partnerships:** Strengthen partnerships with local organizations, schools, and businesses to enhance community support and involvement.
- **Communication:** Use various communication channels, including social media, newsletters, and local media, to keep the community informed and engaged.
- **Feedback Mechanisms:** Implement mechanisms to gather and respond to community feedback, ensuring that the project remains responsive to community needs and interests.

This sustainability plan aims to ensure the project's long-term success by securing financial support, maintaining skilled and motivated staff, and fostering continued community interest and involvement.

## **Resolution of Challenges:**

### **Strengths:**

**Comprehensive Approach:** The project addresses multiple needs (law enforcement assisted diversion, behavioral health, homelessness, substance use disorder) and provides holistic support (housing, employment, community integration).

**Experienced Team:** The project is supported by a team with expertise in various fields, ensuring effective implementation and support.

**Community Partnerships:** Strong partnerships with local organizations enhance resource availability and community support.

**Tailored Services:** Customized services for justice-involved individuals ensure that their specific needs are met, promoting successful reentry and integration.

**Weaknesses:**

**Resource Intensive:** The project requires significant resources (financial, human, material) which may be challenging to secure and sustain.

**Complex Coordination:** Managing multiple services and stakeholders can be complex and may lead to coordination challenges.

**Limited Initial Reach:** Initially, the project may only be able to serve a limited number of individuals, potentially leaving some needs unmet.

**Opportunities:**

**Funding Opportunities:** Availability of grants and funding programs for community-based initiatives and justice reform can provide financial support.

**Community Engagement:** Increased community awareness and involvement can enhance support and resources for the project.

**Policy Support:** Favorable policies and initiatives at the state and federal levels can provide additional support and resources.

**Technological Advancements:** Leveraging technology (e.g., telehealth, case management software) can improve service delivery and efficiency.

**Threats:**

**Regulatory Changes:** Changes in regulations or policies could impact project operations and funding.

**Economic Instability:** Economic downturns could affect funding availability and community support.

**Stigma and Discrimination:** Stigma associated with justice-involved individuals, substance use disorder and those with behavioral health needs may hinder community integration and support.

**Resource Competition:** Competition for limited resources (funding, staff, materials) with other projects and organizations could impact the project's sustainability.

## Organization History:

- i) March 2014: Place of Grace Tent Ministry opens in response to the burning down of “The Baker House,” the area’s only homeless shelter and soup kitchen for more than 20 years.<sup>3</sup>
- ii) November 2014: Building rented at 559 Airport Road and used as transitional housing for the poor, homeless and downtrodden.<sup>4</sup>
- iii) November 2015: Ground-breaking for new Place of Grace built with donations from area businesses.<sup>5</sup>
- iv) August 2018: Place of Grace obtains Rohanen Middle School from Richmond County and begins current behavioral health recovery and transition program.<sup>6</sup>

## Accomplishments, Achievements, and Impact:

- i) 2024: Place of Grace becomes “Bridge to 100 Affiliate.”<sup>7</sup> A program piloted by former NC Representative Robin Hayes and current NC House Representative Wayne Sasser. The concept for this initiative is informed by Dr. Gary Nelson at the UNC Chapel Hill School of Social Work.
- ii) 2023/2024: Food Bank of Central Eastern and North Carolina gives Place of Grace the “**Partner Agency Appreciation Award**” for support and effort to distribute 1,971,707 pounds of food equal to 1,643,089 meals served to our neighbors experiencing food insecurity.
- iii) 2019-2024: **Table** of residents experiencing housing insecurity, behavioral health and substance use disorders, and people from law enforcement assisted deflection/diversion programs that have gone through the Place of Grace transitional housing and vocational rehabilitation/re-entry programs in the last 6 years:

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<sup>3</sup> [https://www.yourdailyjournal.com/archive/9595/news-home\\_top-news-3230758-story-of-the-year-the-baker-house-burns](https://www.yourdailyjournal.com/archive/9595/news-home_top-news-3230758-story-of-the-year-the-baker-house-burns)

<sup>4</sup> <https://www.yourdailyjournal.com/news/local-news-1/15795/a-new-place-of-grace>

<sup>5</sup> <https://www.yourdailyjournal.com/top-stories/18888/homeless-no-longer-place-of-grace-enables-self-respect-and-dignity>

<sup>6</sup> <https://www.yourdailyjournal.com/news/84041/rohanen-alumnus-calls-for-classmates-to-support-place-of-grace>

<sup>7</sup> <https://bridgeto100.org/>

NUMBER OF RESIDENTS			
YEAR	MEN	WOMEN	TOTAL
2019	66	10	76
2020	69	30	99
2021	67	25	92
2022	51	11	62
2023	26	5	31
2024	31	12	43
<b>TOTAL</b>	<b>310</b>	<b>93</b>	<b>403</b>

- iv) **2024:** Place of Grace partners with [Richmond Community College](#)<sup>8</sup> and opens on-site satellite learning center, offering various Adult Education classes including:
- High School Equivalency
  - Computer Literacy
  - Advanced Computer Literacy
  - Financial Literacy
  - Career Exploration and Preparedness
- v) **2024:** Richmond Community College Awards and Certifications related to Place of Grace Partnership since program commencement:
- 46 total students enrolled
  - 19 students currently enrolled
  - 8 pursuing GED/HSE
  - 11 pursuing other certificates
  - 3 High School Equivalency graduations
  - 4 students inducted into the [National Adult Education Honor Society](#)
- vi) **Table** shows the number of hours volunteers have worked since September of 2023 and highlights the community commitment to this work:

Volunteer Hours	
Year	Hours
2023	3,777
2024	18,696

- vii) **2024:** [Place of Grace Clothing Closet](#), with the help of volunteers and residents, served 2,696 people in the community in need of clothing for their families.
- viii) **2020:** Place of Grace wins “Best of the Rock” **Community Impact Award**, presented by [Richmond County Chamber of Commerce](#).

<sup>8</sup> <https://richmondcc.edu/about-us/news/rcc-working-mission-group-blaze-paths-out-poverty>

- ix) **2020:** Place of Grace wins “Best of the Rock” **Best Community Outreach Organization Award**, presented by Richmond County Chamber of Commerce.
- x) **2019:** Place of Grace wins “Best of the Rock” **Best Non-Profit Award**, presented by Richmond County Chamber of Commerce.
- xi) **2019:** Place of Grace wins “Best of the Rock” **Community Impact Award**, presented by Richmond County Chamber of Commerce.

## Services Provided:

- i) In August of 2018, Place of Grace started servicing clients at its current location. The 70,000 square foot campus situated on 14.4 acres is located at 252 School St. Rockingham, NC 28379.
- ii) a. Providing clients with transitional housing and [Rapid Re-Housing](#).  
The client pool is drawn from a variety of sources including:
  - Homeless outreach programs
  - Law Enforcement Assisted Diversion programs ([Scotland County Re-Entry](#))
  - [Richmond County Sheriff's](#) Deflection programs
  - Other treatment facilities ([Bridge to 100](#))
  - Hospital referrals ([FirstHealth Moore Regional Hospital-Richmond](#))
  - Church referrals
- b. In collaboration with several of [Richmond County's largest employers](#)<sup>9</sup>, Place of Grace helps men and women overcome their pasts and transition back into the community; finding gainful employment and leaving behind lives of homelessness, addiction, and incarceration. Some of these employers are:
  - [Perdue Farms Incorporated](#)
  - [Cavco Industries Inc.](#)
  - [Plastek Industries Inc.](#)
  - [Lowes Home Centers Inc.](#)
  - [R.H. McRae Electrical Inc.](#)
  - [Tri-Cook Electrical Contractors, Inc.](#)
  - [DirectPack Inc.](#)
- c. Partnerships with local Tailored Care Management (TCM) providers, Counsellors, and Peer Support Specialists, including [Sandhills Best Care](#), [Daymark](#) and [Assurance Life Learning Center](#) have empowered, motivated, and encouraged patients, clients and families to help improve the health, safety, and well-being of every person we support.
- d. In collaboration with Richmond Community College, our clients are enrolled in the "[Building Brighter Futures](#)" program. Designed to help individuals recovering from addiction and those recently released from prison turn their lives around. The program provides job training,

essential [Life Skills Education Re-entry classes](#), and support services to aid in recovery and re-integration into the community.

Some of the career training programs offered include:

- HVAC & Refrigeration Technician
- Electrical & Wiring
- Plumbing
- Forklift Operator Training
- Welding
- Industrial Systems Technician
- Machining/CNC Operator
- Electric Lineman
- Small Engine Repair
- Truck Driver Training (CDL)
- Pilot (Escort) Vehicle Operator
- Information Technology
- Emergency Medical Technician
- Construction Trades

e. Several [Place of Grace Community Outreach](#) programs that the clients participate in have enormous impacts on the well-being of the community. These programs include:

- Free Thrift Store and Clothing Closet
- NC Food Bank
- Cold Weather Emergency Shelter
- Serve Saturdays

- iii) With only two paid employees, in the past year, Place of Grace has relied on 77 volunteers working a total of 18,697 hours to accomplish its mission and goals.
- iv) Most of our partnerships and affiliations are longstanding and continual as our organization provides vital services to this community and thus has become deeply rooted therein.
- v) The city of Rockingham is located in Richmond County. It is an economically distressed [Tier 1 County](#)<sup>10</sup> offering unique challenges and valuable lessons to the organization.

vi) **Lessons Learned:**

These lessons highlight the importance of community collaboration, financial stability, staff development, client-centered care, and continuous improvement in running a successful BH, I/DD, L.E.A.D., SUD rehabilitation and transition facility in an economically distressed area:

a. **Community Engagement:**

- Building strong relationships with local organizations, healthcare providers, and community leaders is crucial.

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<sup>10</sup> <https://www.commerce.nc.gov/grants-incentives/county-distress-rankings-tiers>

Collaboration can enhance service delivery and provide additional resources.

**b. Funding and Financial Management:**

- Securing consistent funding is a significant challenge. Diversifying funding sources, including grants, donations, and partnerships, is essential for sustainability.
- Effective financial management practices are necessary to ensure that resources are used efficiently, and that the facility remains financially viable.

**c. Staffing and Training:**

- Recruiting and retaining qualified staff can be difficult in economically distressed areas. Offering competitive salaries, benefits, and professional development opportunities can help to attract and retain talent.
- Continuous training and support for staff are vital to maintain high-quality care and adapt to evolving best practices in behavioral health.

**d. Client-Centered Care:**

- Providing personalized care plans that address the unique needs of each client is essential for successful rehabilitation.
- Incorporating holistic approaches, including mental health, physical health, and social support can improve outcomes.

**e. Addressing Stigma:**

- Stigma surrounding mental health and substance abuse can be a barrier to seeking help. Community education and awareness campaigns can help reduce stigma and encourage individuals to seek treatment.

**f. Infrastructure and Facilities:**

- Maintaining and upgrading facilities to provide a safe and welcoming environment is important. This includes ensuring accessibility for all clients.
- Utilizing technology, such as telehealth services, can expand reach and improve access to care.

**g. Regulatory Compliance:**

- Staying informed about and compliant with state and federal regulations is critical. This includes maintaining proper licensing, accreditation, and adherence to healthcare standards.

**h. Outcome Measurement and Improvement:**

- Regularly measuring and evaluating program outcomes helps identify areas for improvement and demonstrate the facility's impact to stakeholders and funders.
- Implementing evidence-based practices and continuously seeking feedback from clients and staff can drive ongoing improvements.