The entire Spring Lake Ranch community was deeply saddened to hear of Barbara Hoffman’s passing in July. Barbara dedicated more than 20 years of her life to the Ranch, working as a Resident Coordinator and spending many more years as an ardent champion of the Ranch’s programs and our mission of providing opportunities for individuals with mental health challenges opportunities to grow and thrive.

Barbara was born on July 30, 1945, in Windham, Maine, and lived a very full life during the 73 years she was with us. She graduated from Bank Street School for Education, earning a Master’s Degree in education and eventually taking root in Cuttingsville, where she met her husband, Jack Hoffman, and raised her two children: a son, Luke Murray-Hoffman and a daughter, Liza Hoffman.

Barbara was a passionate advocate for social and migrant justice issues. She was also interested in Progressive Party politics. In her free time, she helped organize events for Rights & Democracy Vermont. Barbara was also not afraid to talk openly about mental illness, one of the things that made her such a wonderful asset to our community. In 2016, she testified in front of the Senate Appropriations Committee against a proposal that called for medicating mentally ill patients against their will to save money through a shortened hospital stay.

She enjoyed teaching folk dancing and singing in Trillium, a Rutland-based chorus that offers songs of healing and comfort at the bedside of hospice patients.

We continue to be appreciative of all Barbara gave to not only Spring Lake Ranch, but the larger community as well.
Dear Friends,

As the snow falls for the first time in many months, another year passes for Spring Lake Ranch. And a really significant year it was. In the Fall of 2017, a small group of Staff, Trustees and Members met many times and worked long and hard to define a vision for the future of SLR that would build on its history and traditions yet prepare the Ranch for the challenging environment that faces all therapeutic communities. The challenges are many:

• How to find an appropriate balance between Ranchers’ desire for individual and group therapy and the work and community activities that form the core of the Ranch “magic”
• Ways in which work program offerings might be enriched to offer more ongoing challenge to residents potentially extending the length of stay as we know longer is often better
• Amid all of that, what can we do to sustain and even enhance the core community attributes that we know are at the heart of our approach to recovery.
• How to provide meaningful and creative alternatives for clients after they leave the Cuttingsville farm.
• And how to get that story out to the widest possible audience of potential residents and their families.
• Financial sustainability seems to require an expansion of the number and size of different revenue sources, whether through greater financial aid or insurance or governmental programs, all of which imply some level of change in the Ranch program

Last winter the Trustees approved a Vision Plan put forth by that Ad Hoc Committee and we have now moved into implementation. Three teams led by a senior staff person and a Trustee are active in designing and implementing specifics. This is a multi-year plan and implementation will extend over many years to come.

This year we also concluded that leadership for this vision required new new leadership at the Ranch. Lynn Pilcher who led the vision process and who provided such solid and stable leadership after a number of years of turmoil, agreed to step back but stay on in a role to be determined while a search was begun for a new Executive Director. We thank Lynn for her devotion and many contributions and look forward to working with her for many years to come.

As always, we rely on you – our friends and family – to sustain and support our ongoing efforts to deliver on the promise of Spring Lake Ranch and its vision for the future. Thank you for your continued support.

Lynn Pilcher
Executive Director
Linda Berryhill
Board Chair
Jim Alic
Board Vice Chair
Two years ago, I was living in New York City. Working in music studios was my passion, but the drugs and alcohol had been too much. The environment that I was working in was known for its constant abuse of substances. Drinking liquor daily while ingesting hard drugs every hour on the hour had become second nature to me. These habits had formed over years of practice that started late in high school and accelerated in college.

Over the years of developing addict behaviors, my life started to break down in ways I would have never imagined years earlier. Stealing from loved ones and friends became normal, hanging out with seedy, dangerous people was a constant, and doing whatever it took to get my fix was a necessity. By this point in my journey, psychosis started to seep into my mental health. Having been diagnosed with bipolar disorder at an early age, my substance abuse put me at a breaking point. Extreme paranoia kept me awake for days while erratic, violent fits pushed me away from society, driving me toward rock bottom.

Then came months of joblessness; I was quickly fired from every studio that hired me. I took to the bottle, smoke, pills, and whatever else would keep me sedated. This has been a problem I have dealt with for all of my adult life. After moving to the fifth state, working countless jobs, and running into close calls every day, my life thankfully lead me to Spring Lake Ranch.

I have been to other rehabilitation facilities and hospitals for my problems in the past, but Spring Lake Ranch was, by far, the most compatible for me. The staff cared and still cares about me. They got to know me even when I truly did not know myself. My addiction never let me realize who I really was. It hindered my relationships with family, friends, girlfriends, and most importantly, myself.

The staff at Spring Lake Ranch helped me walk, not run, through my addiction and mental illness. My illness could not be addressed in 30 days; I needed time. Having been in and out of step-programs for all this time, I wanted to approach my addiction differently. That being said, a certain anonymous program is a huge part of my life, and I would not trade it for the world. The Ranch was integral in re-introducing me to its principles.

The Ranch has a very interesting program and is one that I was happy to participate in. I worked closely with a clinician who showed me who I could become. Meeting with Cynthia changed my life. She would listen to me even if I was wrong, and we would work together to find a solution that would help me, not hurt others or myself. She led me in the direction that I find myself in today.
The other beneficial part of Spring Lake Ranch was the Work Program. I am an active person, and this is the part of the program that blew me away. You don’t sit around listening to doctors all day or work constantly through mental exercises. You actually work, which I found was better for the soul than anything. Routine, consistency, hard work, and teamwork are learned and earned. There is nothing more satisfying than after a long day of work taking a second to marvel at what you and your team just accomplished.

I am now a year and a half sober, which is the most time I have ever accumulated. These days, I consciously don’t work in music studios. I am a carpenter’s apprentice and scenic services hand, setting up corporate staging, projection walls, and making furniture for events.

I would not change where I am for anything. My family has allowed me back into their lives and I am thankful everyday. Living with my girlfriend in Brooklyn is challenging but very manageable.

Spring Lake Ranch gave me the ability to look at both negative and positive situations as they are - adverse, but temporary - and that no decision should be made at the drop of a pin. These days I look before I leap; and most importantly, I appreciate those around me and the gifts I am given everyday. And I thank Spring Lake Ranch for each new opportunity.
Farm Crew
It’s been a great year for the Farm. As always, a constant on farm crew is daily chores. The spring and summer is perhaps the most fun time of the year for Farm Crew, with the addition of several new livestock. Nine calves and one very cute lamb were born on the farm this year. More than 100 Poults and Chicks made their way to the farm as well, stopping by the Main House Living Room for a brief welcome by residents and staff. Sixteen pigs were also raised.

Our Hay Harvest produced even more than last year at the 4700 bale mark, even in a record-breaking heat wave! As always, bringing in the hay was an all-Ranch activity that brought us all together, especially for a late-afternoon swim in Spring Lake following such hot days.

Farm Crew spent the cold winter days inside the Hangar, sorting, washing, and carding fleece. Farm Crew Manager Carl, with the help of residents, sheared nine sheep early in the summer.

Pasture rotation was another important puzzle this summer, with cows on parade from the Upper Barn to the Cable Barn and back several times throughout the summer. Farm Crew spent time performing maintenance on the electric fence lines, resulting in less escapes this year (except the sheep, who managed to escape ... a lot).

Chickens out for a stroll.
**Woods Crew**

For those who love physical work and camaraderie, Woods Crew is the place to be. This year, Doug and his crews cut 27 logs to be milled for lumber and finished cutting, splitting, and stacking more than 40 cords of firewood, which is used for keeping the Main House fireplace roaring and heating private homes on the Ranch. This winter saw a combined Shop and Woods Crew, affectionately referred to as “Shoods” or “Shwoods” Crew. Working in both the shop and in the forest, many hours were spent shipping oodles of syrup, sent in bags made by Gardens Crew.

Spring time is Sugaring time at the Ranch, with Woods Crew pulling together the whole community to produce more than 400 gallons of our favorite liquid gold. The sugaring process was made easier with the purchase of a paper filter press to replace the felt filter cones, saving 10 minutes per pail and essentially retiring our old Maytag washer that many of you may fondly remember. One highlight of our sugaring season was being featured in the People & Places section of the Rutland Herald, depicting how we collect sap “the old-fashioned way.” However, the true highlight may be Lisa and Zoey driving the Navy Truck, which made the front page!

In summer, the crew maintained the flower gardens that adorn our campus, adding eight new perennials to our flower beds. Woods Crew also mowed grass that seemingly wouldn’t stop growing. Residents and staff also took on the task of clearing and marking 10 miles of trails surrounding the property.

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**Gardens Crew**

Our Gardens Crew does so much more than Gardening! In addition to producing a bounty of delicious vegetables and fruit that make their way to our table, Gardens Crew, headed up by Lisa, also offers opportunities for expression and creativity. After putting the Garden to bed in the late fall, Gardens Crew makes their way to their second home above the Sugar House to begin weaving and sewing projects. This year, the crew made guitar straps, belts, dog leashes, bags, scarves, and more to sell at the weekly Farmer’s Market in Rutland.

Gardens Crew also spent a lot of time in the PK this year, making delicious snacks such as Fried Green Tomatoes and Salsa with vegetables harvested from the garden and birthday and Jolly Good Rancher cakes. The crew also made a record-breaking amount of Pesto and Granola,
which are consumed both at the Ranch and sold at the Farmer’s Market. There was such an interest from resident’s to work at the Market this year that we actually had to limit how many residents could sign up for in advance!

Last winter, Gardens Crew oversaw the annual wreath-making for the Ranch as well organizing Ranch holidays including Harvest Dinner and Yule.

Shortly after the last snow fall, Gardens Crew began prepping the garden, planting seeds, and tending to the growing plants, which included a lot of weeding and weed-whacking.

**Shop Crew**

The new Lake House has been the focus for Shop Crew this year. The crew made tremendous progress on the project, including adding a roof, re-decking the floor with beautiful cedar boards, framing walls, and completing work on the changing rooms. Work will continue on the Lake House until the snow flies.

In addition to work on the Lake House, Ray and his crews spent time in the shop, finalizing the prototype for a new dining room chair. Once the prototype was finalized and tested, the crew began building the chairs, using advanced methods to bend wood. The chairs are time-consuming, but will be a great addition to our dining room once complete.

*Blossoms in the garden.*

*New chair prototype.*
Shop Crew also spent some time building and repairing picnic tables, which are filled with residents and staff sharing a meal during warm summer days.

As we noted, last winter featured a combined Shop and Woods Crew, which included time in the Repair Shop working on Navy Trucks, mastering the art of wood burned signs, and other repairs that came up. Shop Crew was also heavily involved in this year’s sugar season, spending countless hours in the Sugar House with Doug and the entire Ranch community.

*House Advisor Evan at the Lake House.*
It was a busy year for Rutland Program. One of the highlights of the year was the boat building crew completing their second stand up paddleboard, which was successfully launched on Spring Lake this summer. The crew has already begun gathering materials for their next project, which will be a 14-foot row boat to be launched in September 2019!

We had continued success with our Evening and Weekend Support Staff. Under their guidance, we have been able to offer more individualized and group activities, such as the baking group and DIY group, which is hoping to make homemade air conditioners in the upcoming months.

Royce Street Nurse, Terry Hanley, began spending time before the house meeting on Thursdays facilitating a “wellness moment,” showing a five-minute video with an open discussion afterward. Topics have included mental health, recovery, nutrition, exercise, meditation/spiritual practice, mood, and habit formation.

Spring was an exciting time for the Rutland Program as we launched our spring appeal to raise money for much-needed renovations to the kitchen/dining area at Royce Street House and porch furniture for the Townhouse. Thank you to everyone who contributed to this fundraising effort. Your gifts will certainly enrich the experience of the clients we serve. As of early October, we have raised approximately $35,000 for this project and have received numerous in-kind donations from generous business owners throughout Rutland City.

Like last summer, Rutland Program hosted many lunch-time BBQs on the porch of the Townhouse and one at the Pittsford Recreation Center. These included visits from Happy Cow Cones, a state-of-the-art ice cream truck!
BY THE NUMBERS

24 the number of times the Townhouse lawn was mowed

2 Pickup truck loads of bark mulch spread around bushes and gardens at the Townhouse

When building its newest Paddle Board, the Rutland Program used:

3 sheets of marine plywood

2 gallons of fiberglass epoxy

25 feet of fiberglass cloth

26 wooden strips of pine and cedar

2 tubes of wood glue

36 feet of 18-gauge copper wire

1 large maple tree had to be cut down at the Townhouse

15 desserts made in baking group

47 meals prepared in cooking group

6 Rutland Program cookouts

5 visits from Happy Cow Cones

78 recreation trips

17 trails hiked at Pine Hill Park

23 the number of crafts created

165 the high score in the Bowling Group

64 the number of donors who donated to the spring appeal for Rutland Program renovations
BUSINESS & DEVELOPMENT

**Revenues**
- Fees: $2,968,034
- Financial Aid: $389,462
- Investment Grant: $80,700
- Development Grant: $100,000
- Washington St. Rent: $66,840
- Other: $88,700

**Contributed Income**
- Annual Individual Giving
- Program Income
- Capital Gifts
- Spear Fund Grant
- Other

**Expenses**
- Compensation: $2,828,790
- Administration: $438,627
- Physical Plant: $311,409
- Program: $361,564
- Dining & Other: $136,452

**Investment & Annuity Accounts**

* Unaudited
**ADMISSIONS & OUTREACH**

**Where Resident Came From**
- Hospital: 36%
- Home: 46%
- Rehab: 2%
- Other Program: 16%

**Resident Age**
- 50+: 5%
- 40-49: 3%
- 30-39: 8%
- 21-29: 20%
- 18-20: 64%

**Where Residents Discharged To**
- Rutland Program: 21%
- Discharged AMA: 45%
- Higher Level of Care: 14%
- Home/School: 18%
- Other: 2%

**Length of Stay**
- 10-12 Months: 9%
- 7-9 Months: 7%
- 4-6 Months: 23%
- 1-3 Months: 40%
- <1 Month: 21%

*Our outreach team.*
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Chelsea Caldwell – House Advisor
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Gina Fucci – Clinician
Lisa Gardner – Gardens Manager
Donny Grenier – Medical Assistant
Terry Hanley – Nurse
Cynthia Hanson – Clinician
Nathan Hewitt – Maintenance Assistant
Margi Hilstad – Rutland Program Driver
Theresa Hoffman – Clinician
Elizabeth Karle – Business Manager
Jill Loeber – Assistant Rutland Program Director & Royce Street House Manager
Carl Mancivalano – Farm Manager
Suzan Mancivalano – Farm Manager
Evan Maslack – Lead House Advisor
Alice McGarey-Martin – Special Projects Coordinator
Mary Michael – Rutland Program Substitute Driver
Mary Mitiguy – Human Resource Director
Kevin Molloy – Lead House Advisor
Diane Northrop – Resident Services Case Manager
Mandy Osman – House Advisor
Aaron Pickholtz – House Advisor
Lynn J. Pilcher – Executive Director
Doug Patton – Woods Manager
Rachelle Patton – Overnight Support Staff
Ray Pratt – Shop Manager
Peggy Ranney – Housekeeper
Andy Richards-Peele – Case Manager
Nicole Srtbin – House Advisor
Rachel Stark – Director of Admissions & Outreach
Kristen Stone – Clinician
Mike Spoth – Maintenance Assistant
Faylene Steinmetz – Cook
Janet Stover – Administrative Assistant
Eric Thorpe – House Advisor
Lana Vanucchi – Rutland Program Director
Mischa Weisman – Rutland Program Support Coordinator
Elise Willingham – House Advisor
Ingrid Wisell – Assistant Business Manager
Michael Zezza – Kitchen Assistant

A bountiful harvest.
The Chapel.
Spring Lake Ranch Therapeutic Community supports and empowers people with mental health and substance abuse issues by providing opportunities to grow and thrive. Through shared experience, meaningful work and active participation in an accepting, diverse community, we help each person develop the confidence and skills to recover.