

58 years of people helping people





Dear Staff, Clients, and Community,

The fall season is upon us, a time of reflection, a time of leaves falling, a time of remembrance and re-growth. This year at Clara Martin Center has been a memorable one. Our services continue to be vital to the community and we are proud to celebrate the following successes and highlights:

- The Board of Trustees approved a three-year strategic plan with a new vison and revised mission statement. The new mission statement aligns with our aspirational efforts to ensure high-quality care for those we serve.
- We continue to advance our efforts through the Certified Community Behavioral Health Clinic Improvement and Advancement (CCBHC IA) grant, while we work with the State of Vermont to migrate towards a new system of care including the State of Vermont becoming a CCBHC demonstration state. Clara Martin Center has been a pioneer in leading the CCBHC initiative which has allowed us to be innovative, respond to our community needs and develop areas for growth. We completed a community needs assessment which drives the focus of our work in our local communities.
- We are proud to report we no longer have a wait list for services, after our work over the
 past year with MTM Services, a leading national consulting group focused on mental
 health, to improve our Access to Care. We revolutionized our access system to be
 responsive to the individual when they need assistance, partnering them with the right
 person, at the right time, and in the right place.
- We received a three-year re-designation certification from the Department of Mental Health in the Fall of 2023 and, most recently, had a successful Department of Substance Use audit this fall. Both reviews cite our innovation, strong leadership, and commitment to client care as strengths of Clara Martin Center. Without these certifications, we cannot provide mental health and substance use services in Vermont.
- We have expanded our school contracts with local school districts creating more access points to services and supporting our school partners.
- Our East Valley Academy (EVA) school continues to meet the needs of at-risk youth.
- We remain committed to providing a workplace that supports teamwork, growth, client centered care and are proud to report for the second year in a row, we have been awarded the Governor's Worksite Wellness Gold level award. This is a prestigious award that is based off rigorous standards including our Diversity, Equity, Inclusivity and Belonging (DEIB) work.
- We have also continued to invest in staff salaries and health insurance. We are proud to report our staff turnover rate has re-stabilized to pre-pandemic levels due to these efforts in addition to programs like loan repayment and tuition assistance that are available to staff.
- We continue to be innovators and demonstrate our ability to identify a challenge and be creative at meeting this moment. We have implemented a Leadership Academy for current managers to develop leadership skills to continue to develop and grow our workforce.

- We also participated in the statewide implementation of Mobile Crisis Response services. This allows more community-based services with a two-person response.
- We are strong in our advocacy efforts, ensuring the mental health and substance use needs of rural Vermont are recognized and heard by our local legislators, State representatives, community members and towns. We held our annual legislative breakfast, met with House Health Care Committee in March, met locally with representatives from Senator Welch's office, and participated in a community forum on social isolation and loneliness hosted by Representative Becca Balint. We were invited to participate in Gifford Community Outreach efforts in the towns of Randolph, Chelsea, Rochester, and Royalton which was a wonderful opportunity to do community outreach and education, to hosting a community education forum in Chelsea on the effects of substance use in our community. CMC staff hold many leadership positions within the state system of care making sure the needs of our community are represented.
- We also pride ourselves on being a vital community partner in regard to social determinants of health. We continue to work on housing needs and food insecurity for those in need in our area.

We are proud to continue the strong legacy of providing high quality mental health and substance use services to the greater Orange County area. In the changing landscape of healthcare reform efforts, we will continue to innovate and pioneer emerging best practices to support the delivery of exceptional care to the communities we serve.

With deep regard,

Melanie Gidney
Executive Director

VISION

Individuals and families in our local communities will have the resources and support they need to lead healthy, meaningful, and rewarding lives.

MISSION

Clara Martin Center supports people to lead fulfilling lives by providing high quality mental health and substance use services.



Board of Trustees

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EARS Serving from Randolph since 1976

Dennis Brown
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Serving from Randolph since 2001

Priscilla Spahn Member

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Melanie Gidney (staff)
Christie Everett (staff)
Gretchen Pembroke (staff)
Jenni Campbell (staff)
Danielle Cayton (staff)



Chief Operating Team

Name	Title	Years of Service
Jena Trombly	Director of Human Resources & Compliance	33
Melanie Gidney	Executive Director	32
Gretchen Pembroke	Director of Adult Services & Health Care Integration	n 25
Dr. Kevin Buchanan	Medical Director	22
Jenni Campbell	Director of Child & Family Services	20
Michele Boutin	Health Information Director	19
Demetra Hazatones	Clinical Director	18
Christie Everett	Director of Operations	12
Danielle Cayton	Director of Substance Use & Justice Involved Service	es 6
Tim Ross	Chief Financial Officer	2



INITIATIVES

Substance Use Disorder Responder

In 2023, Vermont's Designated Agencies were awarded dollars through the Opioid Settlement Fund, specifically focusing on outreach and engagement. Working with the Hartford Police Department, Clara Martin Center utilized this opportunity to embed a Substance Use Responder with that department to support outreach and engagement efforts. This position works alongside the Mental Health Embedded Social Worker employed by HCRS, but with a honed focus on people experiencing substance use concerns. Much of the work of this role occurs in the field, responding with police to community members experiencing SUD-related crises (including overdoses), visiting local unhoused encampments to offer Harm Reduction and treatment resources, as well as connecting folks with CMC services in the Wilder office for ongoing substance use concerns. This new and exciting role fosters collaboration between CMC and law enforcement, works to reduce the criminalization of community members experiencing substance use issues, and increases access to care.

School Services

The ability to take care of children within our community requires supporting children within multiple environments. As we know, children spend a significant portion of their days within school environments. Here at CMC, we have focused many efforts on supporting our children in the community by providing services within schools through a variety of contract options. School districts can contract with CMC to provide clinical services (case management, therapy), behavioral services (behavioral interventionists, behavioral consultation, behavior analysis) and are able to refer children who need an alternative program to East Valley Academy, our independent therapeutic school program. Along with an increase in the referrals and contracts we support, we have seen an increase in the number of clients that we serve within school programs. East Valley Academy currently serves 16 students, with a plan to continue to grow the program to meet the demand for this type of service, and accept more students as we can with the needed supports and staffing. Within our public schools, we currently have 15 contracts for BI's, 5 contracts for School Based Clinicians, 2 contracts for Behavior Specialists and 3 contracts for classroom case managers. We are working to expand these services within other school districts as well to increase collaboration and wrap around supports for youth. Youth that are enrolled in our services through any of our school programming are also eligible to engage in our outpatient services to benefit from a full continuum of care to support them outside of school, in the other environments that they participate and live in.

INITIATIVES

Same Day Assessments

Before the COVID-19 pandemic, Clara Martin Center had never experienced a waiting list for outpatient services. Additionally, CMC had successfully piloted a Same Day Access (SDA) model for Substance Use Disorder (SUD) services at our Wilder office. However, during the pandemic, particularly throughout 2023, the demand for services surged, resulting in a waitlist that grew to over 150 community members. This highlighted the inadequacy of the traditional scheduled assessment approach in meeting the community's needs. In August 2023, CMC received a grant opportunity from the National Council on Mental Wellbeing to access yearlong consultation with MTM services on developing and establishing a SDA model of care. This grant enabled CMC to advance towards implementing a new agency-wide SDA system. The primary goals of the new SDA system were to eliminate waiting times for treatment, reduce noshows and cancellations to optimize staff time, and streamline the overall process. The new schedule, spanning three sites in different towns over four days a week, allowed community members to walk in, complete a clinical assessment, and begin treatment immediately. Since fully implementing the SDA system at the third site in March 2024, CMC has successfully eliminated the waitlist for services.

Health Integration Services

As the agency continues working towards becoming a Certified Community Based integrated Health Clinic (CCBHC), whole person care, integrated physical health, mental health, substance use, and overall wellness remain cornerstone focuses across all programming. The agency continues its collaboration with White River Family Practice, providing short term services and care coordination and referral. Colocated services at the Chelsea Health Center have expanded to include mental health and substance use services for adults as well as children and families and case management support. The Wellness program has expanded to offer individual, and group supports to the Adult Outpatient Program, in addition to the CSP/CRT program, which it historically targeted. These services include individualized nutrition counseling, group support to local gyms, walking/hiking groups, tobacco cessation supports for individuals and groups, on site lab draws, and coordination with treatment team and primary care providers. Nursing supports have been added to support the substance use and justice involved clients as well as the Child & Family Program. These nursing supports directly assist our child psychiatry services, wellness programming, coordination with medical providers, provide health education within group and individual settings and provide consultation and education to staff.

CCBHC

Clara Martin Center has continued to be a leading voice for the development of the Certified Community Based Integrated Health Center (CCBHC) model across the state. Starting in 2021 as the first designated agency in the state to receive a federal SAMHSA CCBHC Expansion grant, CMC has worked hard to expand services to more people and reduce barriers to care that individuals may face. Working with various community partners, we continue our work to address gaps in services our communities experience. This year through the CCBHC model and available consultation with MTM Services, we have eliminated a wait list for services that grew during the pandemic, allowing anyone to come to CMC and begin services that day. Clara Martin Center has focused on delivering services in ways that may not be typical for an office but more responsive to individuals that would benefit. This has included greater community outreach and services outside the four walls of the clinic, including embedding a substance use responder with a local Police Department to address instances of overdose or emergency substance use needs. Responding to feedback received, we have also expanded our focus on the intersection of medical care and mental health. In addition to strong relationships we continue to have with our local Federally Qualified Health Centers (FQHCs), we have expanded nursing capacity in our programs and now provide on-site blood draws for individuals who meet with our Medical Team instead of the need to have that service provided at an independent lab or hospital. Through statewide CCBHC efforts, we

continue to advocate for the needs of those we serve so that a model of care is developed that ensures the voices of our rural communities are heard and supported.

*The SAMHSA federal guidelines refer to the program initiative as "CCBHC: Certified Community Behavioral Health Clinics". However, the term "behavioral health" does not align with DMH values. Therefore, in partnership with state government departments and the Vermont CCBHC Steering Committee, the name "Certified Community-Based integrated Health Centers" has been selected as the CCBHC program title in Vermont. This name reflects ongoing integration efforts across the state.

"With no exaggeration,
I feel that the services
and care I've received in
the last 6 months may
very well have saved my
life. I'm very grateful
for everyone at the
Clara Martin Center."

~Client

ACCESS PROGRAM

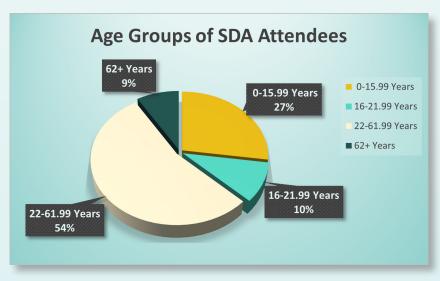
598 People Served in 2024

The Access Program continues to be the entry point for the majority of services offered at the Clara Martin Center. The program focus is first and foremost on making the process of accessing care an easy and supportive one for the individual seeking to begin services. Access staff members actively work to assist individuals in addressing any barriers to care that a person may experience. With the implementation of Same Day Assessments across programs this past year, the Access Team supports individuals through the completion of the intake process, and work to meet the needs of those that present for services.

"My therapist has been amazing. So many wonderful things in my life have happened that I can trace back to her."

~Client





In 2023, CMC secured a grant through the National Council for Mental Wellbeing to access Same Day Access (SDA) consultation with MTM Services, allowing CMC to implement a new agencywide SDA system based on MTM's nationally recognized model. With the goals to eliminate waiting times, reduce no-shows and cancellations, and streamline processes, the new schedule spans three sites over four days a week, enabling community members to walk in and complete a clinical assessment, and begin treatment immediately. Since fully implementing the SDA system, CMC has eliminated a waitlist that had grown to 150 individuals during the pandemic to now having no waitlist for services.

ACUTE CARE PROGRAM

350 People Served in 2024

The Clara Martin Center Acute Care Program is available to help individuals through trying times in their lives, to recover quickly from difficulties, and help foster resilience. The Acute Care Program continues to focus on providing immediate access to emergency support through a number of different avenues, including emergency assessments in the office or in the community, the local hospital/emergency department, at home or other places within the CMC service area. Clara Martin Center strives to provide community-based emergency care whenever clinically appropriate, supporting individuals through crisis periods to remain in their communities. If a higher level of care is indicated, Acute Care staff will support the individual through that process, helping to facilitate admissions to local crisis beds, or inpatient hospitals as needed. This year, Clara Martin Center participated in the launch of the statewide Mobile Crisis Response program, which provides a 2-person community based

mobile response that includes support from individuals with lived experience to anyone experiencing an emotional, mental health or substance use emergency.





Rachel Emerson Memorial Garden in Bradford

"Everyone knows
just how to help me
especially during a
crisis. I would not
know what I would
do without them"
~Client

RESIDENTIAL SERVICES

Safe Haven

Safe Haven continues to provide a recovery-oriented living environment for homeless adult individuals who have a mental health or substance use diagnosis. Safe Haven provides a place to live within the community while working on personal goals in a safe and supportive environment. The Safe Haven project works to build a community of people with lived experience, both to provide supports within the house amongst the guests, as well as within the larger community.



Chris's Place

Chris's Place remains a valuable resource to individuals in an alternate setting to a hospital admission. For adult community members who are experiencing a period of time when they need additional support, they may arrange a voluntary, short-term admission to Chris's Place. The program is staffed 24 hours a day, 7 days a week to provide intensive care and support. The majority of clients admitted to Chris's Place experience a significant improvement in symptoms, and are able to return to their home following a short term admission to the program.



"It has been a wonderful place to work, to grow and develop professionally, work with a great group of people who strive to do good in this world!"

~Staff Member

ADULT OUTPATIENT SERVICES

747 People Served in 2024

The Adult Outpatient Program provides individualized, person-centered plans for people seeking support around mental health and substance use issues. Services are recommended based on a comprehensive assessment and may include individual and group therapy, case management supports, medication management and wellness programming.





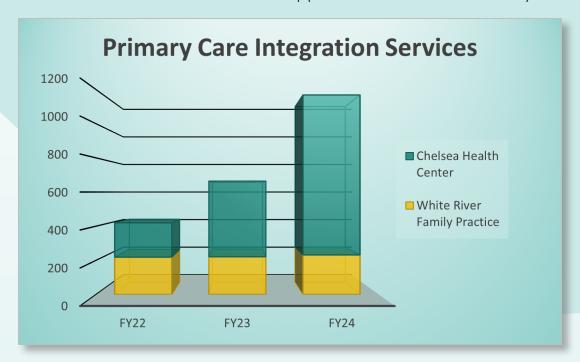
"I've been blown
away by the
culture of this
workplace and
the true team
approach that
exists here!"
~Staff Member

With the implementation of same day access starting in February 2024, the agency was able to eliminate the waitlist of over 150 individuals and begin open access days in which people could walk in and begin services at the day and time of their choosing. This shift has resulted in an increase in number of people served and the total hours of services provided. More importantly, it has allowed for people to get their needs met in a more timely and efficient manner.

PRIMARY CARE INTEGRATION PROGRAM

1169 Services Provided in 2024

Coordination and support around physical health and wellness is at the core of the all programming at CMC. Clara Martin Center meets monthly with area health care providers and partners including Gifford Health Center, Little River Health Care, Upper Valley Pediatrics and SASH (Support and Services at Home). Clara Martin is co-located with Gifford Health Care at the Chelsea Health Center, as well, Clara Martin Center provides short term treatment and resource support to the White River Family Practice.



Primary Care Integration services saw a sharp increase, primarily at the Chelsea Health Center site for FY24. This was the result of being fully staffed at the site, which expanded the services for children and families, in addition to adult mental health and substance use services. These co-located services allow for coordination, referral and warm handoffs for the patients/clients as well as additional resources to the primary care providers to help address the mental health and substance use issues individuals are experiencing. These collaborative partnerships are essential to support the health of the community.

"The services CMC provides to the community are literally invaluable. Please continue to support those who need it, and grow as new needs and information become available."

~Client

PEER SUPPORT PROGRAM

55 People Served in 2024

As part of the CCBHC development, CMC was able to establish a Peer Support Program to support individuals across all programs. Our mission is to educate members of our communities, healthcare professionals, families, and other service providers about mental health and substance use disorders. By using lived experience to model skills, our team teaches individuals recovery and recovery management skills, advocate for clients, and provide support to destigmatize and break down barriers clients may encounter while living with a mental health or substance use disorder.





Wilder staff participating in Green Up Day

COMMUNITY SUPPORT PROGRAM

145 People Served in 2024

The Community Support Program provides individualized, person-centered wrap around services including case management, coordination with community resources, community access, medication management, wellness programming, and vocational services.

"I have and will continue to nudge people to the agency for help they may need."





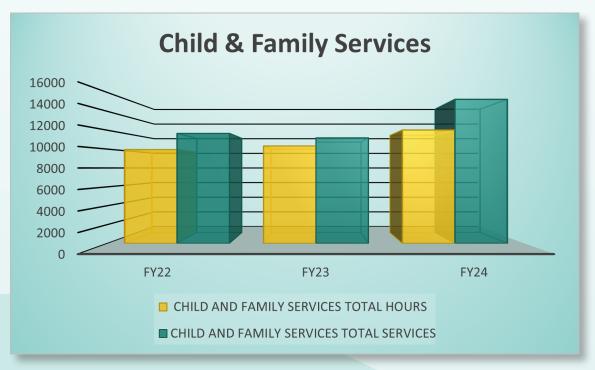
LGBTQIA+ Committee participating in the White River Junction Pride Parade

The CSP program experienced a decrease in total number of clients served over the last fiscal year, with many of these clients making improvements in their lives and therefore transitioning to lower intensity services in the Adult Outpatient Program. Others moved and some passed away. Co-Occurring, complex medical conditions, and aging continue to be major issues for the CSP population. The program continues to provide Wellness programming to wrap around individuals. For those served in the program, there was an increase in number of services and total hours of services.

CHILD & FAMILY PROGRAM

504 People Served in 2024

Our outpatient Child & Family Program provides high quality, comprehensive and integrated prevention and community-based mental health and substance use services to children ages birth to 22 and their families. Services are intended to enhance the functioning of the family system. The Child & Family Program saw an increase in the total number of clients served in the last fiscal year from 463 in FY 2023 to 504 in FY 2024. We also saw an increase in the number of services provided to youth in outpatient settings as well as the amount of hours spent with youth. As a program, we continue to focus on enhancing the functioning of the family system by ensuring clients have access to a comprehensive and coordinated array of community resources intended to form a "wrap around" safety net of support for every family in need in our region.



"My life has only gotten better and will continue ever since I walked through your doors."

~Client





SCHOOL SERVICES

118 People Served in 2024

Our School services provides a continuum of student-centered supports and interventions that allow students with mental health challenges to be successful student learners. The Clara Martin Center provides school services to students all over central VT. Currently we serve students from OESU, OSSD, CVSU, WRVSU, and BUUSD either at our alternative school, East Valley Academy, or in public schools within those districts. We saw an increase

in the number of children accessing services through out school services program this year from 102 in FY 2023 to 118 in FY 2024. We also saw an increase in the number of services provided to youth in school services as well as the amount of hours spent with youth. This speaks to an increase in the need for the types of services we



provide in schools including school based clinical supports, behavioral supports and referral for East Valley Academy. This also speaks to the importance of offering and providing services within a multitude of settings so that clients have more access and a better wrap around system of care.

"Nothing but positive experiences in the past few years. Your organization is constantly improving" ~Client



SUBSTANCE USE DISORDER PROGRAM

265 People Served in 2024

As in other programs, we have seen unique growth and challenges within the substance use program over the past year. Substance use treatment availability has increased within the Wilder area, leaving clients with more choice of providers. Clinicians have made a concerted effort to transition clients to the appropriate level of care when service frequency can be reduced, if clinically indicated. This reevaluation resulted

in fewer hours of services for active clients. Transportation, housing, and other logistical barriers may be interfering with clients' ability to receive services on-site. We are hopeful that by expanding our outreach work (through new positions like the SUD Responder) we can more effectively respond to needs within the community, beyond our walls. Additionally, CMC training specific to integrated treatment was recently revamped to expand knowledge agency-wide around the necessity and importance of treating clients with cooccurring disorders. The team is also excited to launch Impaired Driver Rehabilitation Program (IDRP) services, with the hope of expanding program visibility and access to ongoing SUD care.



"Both of the people I have seen for mental health services made me feel seen, heard, understood, and validated."

~Client



JUSTICE INVOLVED SERVICES

99 People Served in 2024

Justice Involved Services continues to support supervised persons in Orange and Windsor counties, as well as Rutland and Addison counties. Domestic Violence Accountability Programming, as well as treatment for people with problem sexual behavior, remain our primary focus within the program. While we have maintained a steady number of clients throughout this fiscal year, our number of service hours has decreased. As opposed to previous sexual offender treatment approaches which involved many clients engaging in treatment for a predetermined period, the JI team now uses a Risk-Need-Responsivity approach to determine the length of stays for clients, creating more individualized care based on clinical need and risk. This results in lower-risk clients stepping down to a lesser frequency of services when clinically indicated. Our DVAP program continues to follow state standards, requiring a minimum of 6 months of engagement and education specific to intimate partner violence and abuse behaviors.



"I haven't met a single person at this agency that isn't a genuinely good person. I really like all my coworkers and I believe the biggest strength of the agency is the people who are here."

~Staff Member

STAFF ANNIVERSARIES



Sharon Wilson Brian Barnard Pam Bean Jo-An Morin Kristine Babcock





Rachel Yeager Wanda Jackson Carol Blanchard Kohl Comtess Issac Turnbaugh Richard Braun Alexander DeLeon Danielle Drown





Michele Sargent



Brock Davis Jenni Campbell

"I love this place and hope I can work here forever!" ~Staff Member

STAFF ANNIVERSARIES



Gretchen Pembroke





Chris Titchenal





Gretchen Linton Nancy Duranleau

~Client



CLIENT SATISFACTION SURVEY

Over the past 12 years, our Annual Client Satisfaction Survey has received 2,964 responses!

The 2024 Client Satisfaction Survey results show that:

8.810 Clients said they would refer a family member or friend to Clara Martin Center

Clients reported that they received services that were just right for them

Clients reported that the services they received made a difference

Clients reported receiving services they needed PERCENT

Clients reported that Clara Martin Center treats them with respect

Clients reported their quality of life improved as a result of the services they received PERCENT

"The staff have been exceptional and treated me with the utmost respect" ~Client

STAFF SATISFACTION SURVEY

The 2024 Staff Satisfaction Survey results show that:

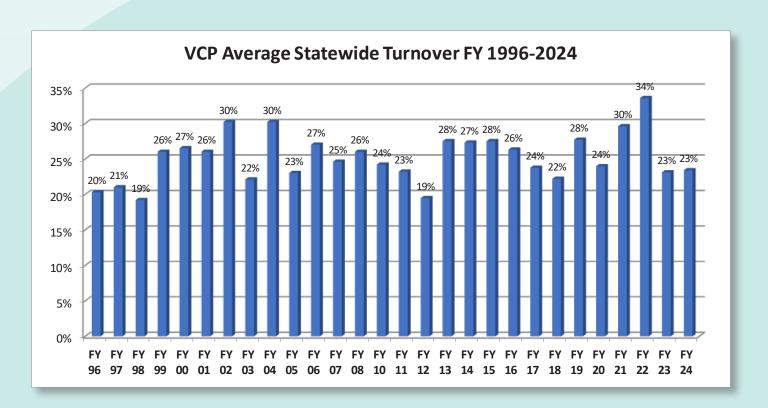
I feel driven to help the organization succeed

I'm encouraged to take action when I see a problem PERCENT

I'd recommend CMC to Family or Friends for employment

I feel supported in my job

Turnover Rate at CMC



2024 AWARDS

Every year, Clara Martin Center gives out the Vocational Services Award, the Arnold Spahn Community Award and the Martin Family Excellence Award to honor deserving colleagues and community members who embrace the CMC motto of "People Helping People" and exemplify community engagement and advocacy for the needs of individuals. The recipients of these awards embody that philosophy with their work over the past year.

The Martin Family Excellence Award

Jenny Beaudin

The 2023 Martin Family Excellence Award was presented to Jenny Beaudin, Substance Use/Justice Involved Clinician and Medication Assisted Treatment Coordinator. This award recognizes Jenny's dedication to the agency, our clients, and our team. Jenny is an exemplary clinician, a wonderful team member, and a compassionate person. Working day and evening, Jenny goes above and beyond to find ways to benefit the CMC clients and meet their needs. She is resourceful. knowledgeable, and deeply committed to community mental health and substance use care.



Vocational Award

Vincent Freeman

The 2023 Vocational Award was presented to Vincent Freeman of Underground Recording Studio in recognition of his dedication to offering vocational experiences for a local youth through the CMC Jump On Board to Success (JOBS) program. His welcomeness and warmth created an environment that provides a safe space for people to grow, learn and thrive, and left a lasting impression on the youth who participated.



Arnold Spahn Community Award

Siobahn O'Shea

The 2023 Arnold Spahn Community Award was presented to Siobhan O'Shea from Quest Labs/Little Rivers Health Care in recognition of her commitment to the needs of the community members she serves. Siobhan has assisted the Clara Martin Center team to achieve the best possible health outcomes for clients by obtaining blood draws and working with the medical team, and going above and beyond to meet clients where they are to ensure they receive high quality care. Siobhan's dedication has led her to perform blood draws in parking lots during COVID and traveling to client's homes to perform those functions as well. Siobhan is always willing to do whatever is needed for the best physical and mental health outcome of the people we serve.



Governor's Worksite Wellness Award



Employee Wellness

Thanks to the efforts of our Employee Wellness Committee, CMC was awarded the Gold Governor's Worksite Wellness Award this year!
The EWC continues their work to create engaging ways to integrate wellness into our lives through activities, office improvements and more.

The EWC is comprised of: Melanie Gidney, Jena Trombly, Christie Everett, Heather Winkeljohn and Sarah Porter.



Randolph Main Site

11 North Main Street P.O. Box G (mailing address) Randolph, VT 05060 (802) 728-4466

Ayers Brook

35 Ayers Brook Road P.O. Box G (mailing address) Randolph, VT 05060 (802) 728-4466

Community Support Program

24 South Main Street P.O. Box G (mailing address) Randolph, VT 05060 (802) 728-6000

East Valley Academy

579 VT Route 14 South P.O. Box 237 (mailing address) East Randolph, VT 05041 (802) 728-3896

Bradford Farmhouse

1740 Lower Plain Road P.O. Box 278 (mailing address) Bradford, VT 05033 (802) 222-4477

Bradford Main Site

1483 Lower Plain Road P.O. Box 278 (mailing address) Bradford, VT 05033 (802) 222-4477

Wilder

39 Fogg Farm Road P.O. Box 816 (mailing address) Wilder, VT 05088 (802) 295-1311

Chelsea Health Center

356 VT Route 110 Chelsea, VT 05038 (802) 728-4466

Safe Haven & Chris's Place

4 Highland Avenue P.O. Box G (mailing address) Randolph, VT 05060 (802) 728-4466