THE EXTENSION 2020-2024 STRATEGIC PLAN

Extending Our Reach

the EXTENSION

The solution for homelessness & addiction

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EXTENSION
The solution for homelessness & addiction

1507 Church Street Extension | P.O. Box 793 | Marietta, GA 30061
Administration: 770-590-9075
HELPLINE: 470-HELP-YOU (470-435-7968)
Email: info@theextension.org

www.theextension.org

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Executive Summary

The Extension is the leading provider of residential treatment services for homeless, addicted men and women in the state of Georgia. We are a licensed and accredited community supported, non-profit organization making a real and lasting difference in the lives of those we serve. ***Our mission is to facilitate a transformation that empowers chemically dependent men and women to become sober, accountable members of society and to serve as a recovery resource for the community.***

We learned early on that homelessness is not so much a problem as it is the symptom of a problem; for many that problem is addiction and its causes. From our humble beginnings in 1987 as the Marietta-Cobb Winter Shelter we have grown into one of the largest residential treatment programs serving men and women in the State of Georgia. women on two separate campuses in Marietta, GA. That is *over half* of all substance abuse treatment beds for adults in Cobb County, *a county with a population greater than three states. And of the residents who stay in our program at least 60 days, 76% have transitioned and sustained long term stability or are currently participating in the program.*

> **“The goal of this program is simple: that those who enter the program will never again depend on drugs to get them high or charity to get them by.”**

Our one year program offers an individualized service plan to address the root causes of each client’s addiction and actions leading to homelessness. In a loving and supportive environment we lay a foundation for a new life for men and women to reach their potential without ever using alcohol or drugs again. Our purpose is to serve those who have been cast aside due to the insidious disease of addiction.

We provide a holistic, evidenced based treatment incorporating leading best practice models. We do this in partnership with businesses, faith-based organizations, foundations and individuals throughout our community. We work closely with the criminal justice system and are able to transform lives and strengthen the fabric of our community for less than half the cost of incarceration.

Over 1,000 individuals have completed our program and are now accountable, positive members of our community. They are working and taking care of their families and nearly all give back as members of our Alumni Association helping current clients achieve their goals. Love and a deep sense of brotherhood and sisterhood help foster peace and hope that was absent in our clients’ lives before they came into the program. Recovery is possible—our alumni are proof. They are medical and legal professionals, service providers and salesmen and skilled trade and craftsmen who are working, living and giving back in our community.

We have achieved many milestones over the past 32 years. We have met the challenges of the evolving problem of addiction and have grown and improved our program to become the leading force for recovery in our community. The Extension has 82 total treatment beds for homeless, addicted men and

In August of 2018, The Extension embarked on a five year strategic plan to cast a vision for the future. This plan represents a partnership between a well-known philanthropist who supported the effort with his wisdom and financial backing, consultants that helped guide the process, our Board of Directors and a multitude of stakeholders inside and outside of the organization.

Outside expertise was provided by Mauldin & Jenkins, a leading national accounting and advisory firm and guided by Chris Fields, Director. The strategic planning process involved the following:

- Review historical and current financial, program and operational results and provide key analysis and implications
- Documentation of key assumptions about future options, including financial and programmatic goals and facility plans
- Evolution of existing strategies and operations to determine competitive strengths and weaknesses
- Identify and develop goals and objectives covered by the plan, including preparation of different financial and programmatic scenarios, along with potential risks and implications
- Develop key strategic actions and next steps for the plan’s implementation

This plan led us to the establishment of five strategic goals, carefully aligned with our mission statement, upon which to focus our efforts over the next five years. Each goal is discussed in the plan and broken down into measurable objectives, strategies and timelines.

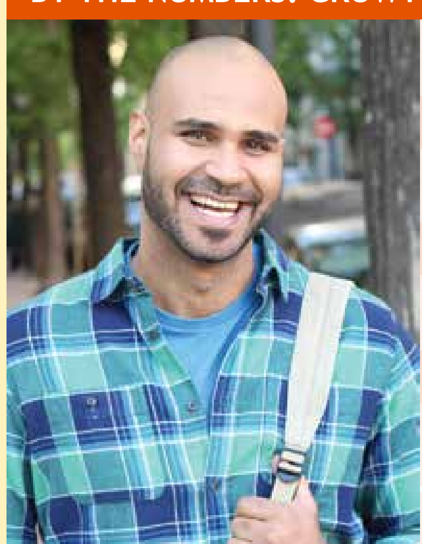
INCREASE PROGRAM CAPACITY

Each year we receive thousands of calls from people seeking our help. In FY 2019, we accepted 162 new clients into our program but sadly were unable to help another 553 formal applicants. With the opening of the women's facility, our most recent large capital project, our attention turned to the growing unmet need for treatment services at the men's campus. In order to meet demand for our services, beginning in July 2021, The Extension will demolish the 1930's era Phase I building (currently housing 25 beds for men) to make way for the construction of a 22,000 sq. ft. building that will provide 58 beds, meeting and recreational rooms, offices, and a modern kitchen on this campus. This expansion project will be funded by a three-year capital campaign. We presently have $2 Million in advance pledges toward the project. The public campaign will kick off in the 3rd Qtr of 2020 with the goal of raising the remaining $3.6 Million, for a total project budget of $5.6 Million.

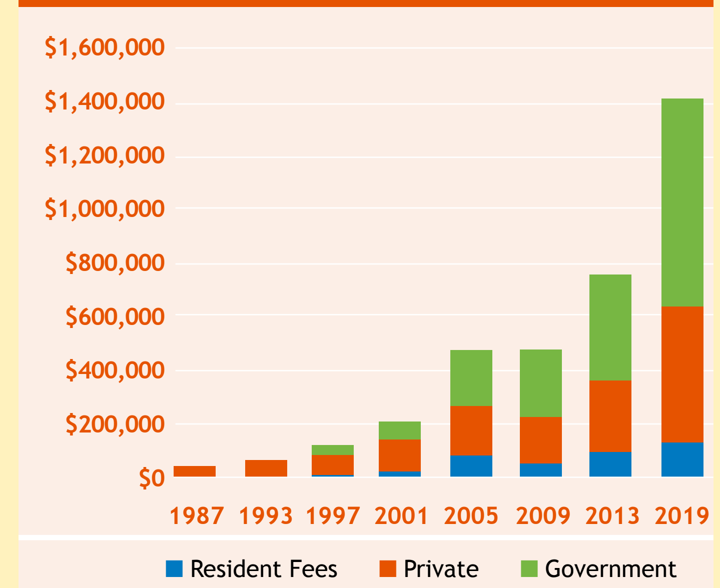
INCREASE PROGRAM CAPABILITY

To serve the community fully and to fulfill our potential as an organization, we have to provide a means for those who came to us for help to achieve **their** potential. Our rigorous program is divided into three phases with most clients transitioning in 9 to 12 months. To support our program performance, we will establish a Helpline, hire a Family Counselor, improve our tracking systems and expand Medicated Assisted Treatment. We will also establish teams of key Extension clinicians and outside professionals to address expanding mental health services and the possibility of accepting private and public third party fee-for-service billing. This goal is designed to guide future activities, while allowing for on-going evaluation and modification based on accrued experiences.

BY THE NUMBERS: GROWTH IN NUMBER OF BEDS



BY THE NUMBERS: INCOME GROWTH



POSITION THE ORGANIZATION FOR CURRENT AND FUTURE GROWTH

As the program grew and the community impact deepened, financial support expanded from private donors to area businesses to local, state and federal government funding. Over the past 17 years, income has grown 16% a year on average with the largest donations being from foundations and grants. In 2018, the Department of Behavioral Health and Developmental Disabilities stepped up our game yet again with funding for 24 hour staff and guidance in expanding our processes to better serve our clients. With our focus on being the best of the best, we must have additional staff in place to grow our individual and corporate donor base to reduce reliance on large single sources and increase submissions of government and private grant applications.

INCREASE COMMUNITY AND STATEWIDE AWARENESS OF THE EXTENSION

For every one that comes to us needing help, there are dozens more doing their part to ensure that we are able to help. While funding from government grants has risen rapidly over the years, we still depend on the community and our over 1600 volunteers. To ensure the long-term viability of the organization we must make more connections in order to meet the growing demand. It begins with growing awareness of the organization. It is a multipronged approach that begins with the Board of Directors, evaluating our ranking among peers and creating a new public relations strategy.

DEVELOP REPLICABLE ORGANIZATIONAL STRUCTURES AND SYSTEMS

Regardless of how we help, we want to make serving other communities as effective and efficient as possible. Doing that fulfills our vision statement to "to become the replicable model of success in our community and beyond for the prevention, intervention and treatment of chemical dependency for those without the ability to pay." Ultimately we will assemble a methodology that is a how-to manual, a reference source, and an operational guideline for reproducing The Extension experience anywhere in the country. This dynamic model can be delivered in an advisory capacity, in partnership with other organizations or with The Extension taking the lead in new initiatives.

While the needs of our community are certainly greater than this plan alone can address, it nevertheless represents the best chance for a new life for many of our fellow citizens. They are reaching out to us, pleading for mercy and help. With your help, we can extend our hand, show them the way forward and allow them to opportunity to become a contributing member of our community.

This strategic plan, *Extending Our Reach*, is the culmination of a nearly year-long effort of evaluating internal and external conditions, challenging assumptions, documenting the effects of past initiatives and building a blueprint to meet current and future challenges.

It is now time to rise to this occasion, to expand our reach by 33 beds and bring our total capacity to 115, an increase of 40%. We believe this increased capacity will optimize operational efficiencies and help us meet the growing demand for our services. *Extending Our Reach* will guide us toward building on our past successes and enable us to continue to address one of the most pressing issues faced by our community.

GOAL 1

Increase Program Capacity

BACKGROUND

Since 1987, The Extension has sought to address two of our community's greatest challenges, homelessness and its primary contributing cause, addiction. We have worked to tackle these complex issues by immersing our clients in a one-year therapeutic environment that treats the whole person while shielding them from the temptations and anxieties of living on the streets. This requires in-house residential facilities. During the organization's formative years, we used makeshift donated facilities such as church basements, surplus county buildings, and unoccupied school storerooms to shelter people from the elements.

In 1994, with the generosity of our early supporters, we purchased a 1930's manufacturing building on .85 acres located at 1507 Church Street Extension in Marietta, Georgia. The building was not designed for human occupation, but with a lot of love, elbow grease and the cooperation of our local building officials, we transformed it into our first permanent home with 26 beds, a kitchen, and meeting rooms. Despite the inadequacies of the structure, the location was strategically located in the heart of one of Metro Atlanta's most dense homeless populations that occupied the woods on the northern outskirts of Marietta.

In 2002, with help from our growing list of benefactors and a local bank, we were able to fund and construct a $1 Million 8400 Sq. ft. Phase 2 building which added 21 beds, a more modern kitchen, offices and meeting spaces. Then in 2009, through the generosity of a local family, we purchased an old funeral home building on 1.25 acres on Holiday Street in downtown Marietta and created a 21-bed center for women. And in 2016, with a grant from Cobb County, we acquired .57 acres adjacent to our men's facility with no debt. This acreage created the opportunity for future expansion of the men's campus.

Between our men's and women's campuses, we currently own 23,000 sq. ft. of buildings on 2.7 acres with 68 beds. Our fixed assets total approximately $2 Million, and our total debt is down to $435,855.

Since the opening of the women's facility, our most recent large capital project, our attention has focused on the growing unmet need for treatment services at the men's campus. The result of our studies pointed toward the replacement of our original 1930's era building with a $5.6 million 22,000 sq. ft. building that would increase our men's beds by 33 and our total on-site beds to 101. Additionally, we operate 14 off-site transitional beds, for a total of 115. This project will optimize the use of our land, improve efficiencies of overhead and operations, and yet still allow us to retain our non-institutional sense of family.

In FY 2019, we had 715 formal requests for admittance into our program, but we had to refer 553 clients to other options. We are overwhelmed by an opioid crisis that outstrips our ability to serve those in need so we are compelled to grow our capacity and serve more. A strategic planning committee consisting of board members, staff and other stakeholders was formed a year ago to analyze our current situation and formulate possible options as to how best to meet the needs of our community.

PROJECT DESCRIPTION

In order to meet the demand for our services, The Extension will demolish it 1930's era Phase I building (currently consisting of 25 beds for men in one large common area, three offices, a primary meeting room and laundry room) to make way for the construction of a 22,000 sq. ft. building that will provide 58 beds, meeting and recreational rooms, offices, and a modern kitchen on this campus. The total cost of construction including demolition, site improvements, fundraising expenses, permits, financial fees, fixtures and furnishings will be $5.6 Million. *Refer to Appendix to view the conceptual site plan of the building, floor plans, timeline and budget.*

FUNDING

This expansion project will be funded by a three-year capital campaign. We presently have $2 Million in advance pledges toward the project. The public campaign will kick off in the 3rd Qtr of 2020 with the goal of raising $5.6 Million. During the first year of the campaign, we expect to receive approximately $3 Million in cash, in addition to securing $2.6 Million pledges for 2021 and 2022. The combined $3 Million in cash will allow us to secure a 24 month construction loan for approximately $2.6 million at a competitive rate. We will close the loan in June 2021 and begin construction in July of 2021.

The $2.6 Million in remaining pledges will be collected in 2022 and 2023. We anticipate moving into the new facility in January of 2023. BY year end 2023, we expect to have received the full amount of the remaining pledges, paying off the construction loan debt in full.

THE EXTENSION: CAPITAL FUNDRAISING & NEW BUILDING CONSTRUCTION

2019	2020	2021	2022	2023
Planning	Fundraising	Construction	Completion	Move In
$0 M	$0 M	$3 M	$1.3 M	$1.3 M
PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
• Received $2M in matching pledges • Rezone property • Meet with lead gift donors • Interview consulting firms for fundraising efforts and engage • Engage engineer and architect	• Develop case for support and marketing materials • Launch 3-year pledge campaign 7/1/20 • City approval of engineering and architectural plans	• Collect $3.0M in cash ($2M in matching pledges +1M in new pledges/cash) • Engage general contractor • Secure construction loan • Demolish old building • Relocate residents • Begin construction 7/1/21	• Collect $1.3M from pledges • Complete construction (year-end)	• Collect $1.3M from pledges • Payoff remaining construction loan • Move in

Project Budget: $5.6 million.
Project Objective: To replace a substantiated 1930's warehouse (dormitory) building at our Men's campus with a new building which increases the number of available beds from 47 to 80 (70% increase).

METRICS

MEASURE OUR IMPACT OBJECTIVE(S)	METRIC	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Objective 1 Acquire funding for a new dorm at our men's campus.	Secure $5.6M in capital funding	$2.0M	$1.M	$2.6M			
Objective 2* Construct a new dorm at our men's campus.	Develop and occupy a new 22K sq ft facility	57 beds	57 beds	57 beds	51 beds	90 beds	90 beds
Objective 3 Increase budget to meet additional operating expense.	Additional operating costs	$1,454,000	$1,493,000	$1,493,000	$1,653,000	$1,997,000	$2,027,000

*includes 10 offsite

GOAL 2

Increase Program Capability

For over 30 years the hallmarks of The Extension (originally known as the Marietta-Cobb Winter Shelter) have been service to the community and saving the lives of some of its most vulnerable citizens. We realized early on that simply providing shelter did not do enough to fulfill the responsibility the community bestowed on us through their trust and support.

To serve the community fully and to fulfill our potential as an organization, we had to provide a means for those who came to us for help to achieve ***their*** potential. Saving lives meant helping lives change. Serving the community in the best way possible meant helping to heal the wounds of addiction and giving back to the community men and women made whole, men and women who had the desire and new-found ability to be accountable to themselves, their families and the community. What began as an emergency winter shelter grew into something bigger and more impactful than any of us could have imagined a mere three decades ago.

THE EXTENSION PROGRAM IS NOW:

- Licensed by the Georgia Department of Community Health (men's permit # 033-095-D, women's permit # 033-465-D);
- Described by the American Society of Addiction Medicine, Patient Placement Criteria (PPC) as Clinically Managed Low Intensity Residential Treatment (ASAM Level 3.1);
- Conformed to the mandates of the Georgia Department of Behavior Health and Developmental Disabilities (DBHDD) AD Semi-Independent Residential Services;
- Accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF).

Staff members hold some of the highest credentials in the field of addiction treatment. Every counselor is either licensed or certified, depending on their particular expertise. Credentials held by our counselors include Certified Addiction Counselor (CAC) Level 1 and 2, National Certified Addiction Counselor (NCAC), Certified Anger Management Specialist (CAMS), Certified Clinical Supervisor (CCS), Certified Clinical Trauma Professional (CCTP), Board Certified Pastoral Counselor (BCPC), Certified Alcohol and Drug Counselor Level 2 (CADCII), Certified Experiential Specialist (CES), and Anger Resolution Blueprint Certified Specialist (ARBCS). Our staff includes a volunteer Medical Director, who has served the organization in that capacity for nearly 20 years, and has served as one of our community's leading Gynecologists and Obstetricians for longer than that. We also work with other professionals in our community as needed, including a Psychiatrist and Addiction Specialist and a Licensed Trauma Therapist. Please see the Appendix for our Organizational Chart.

DESCRIPTION OF PROGRAM

The goal of this program is simple: that those who enter the program never again depend on drugs to get them high or charity to get them by. Our clients come to us from living on the street, often in and out of jail for offenses related to their addiction; some leave their families due to the pain and chaos caused by their addiction. Each learns the skills necessary to become accountable to themselves, their families and the community. They learn and practice these skills daily.

Upon first contact with Extension staff, whether by phone or in person, two staff members will screen the potential client to determine their appropriateness for the program, by applying the Screening/Admission and Exclusion Criteria below. If the potential client is determined to be inappropriate for our program then suitable referrals will be provided.

To be admitted into the program, the potential client must:

- Be admitted voluntarily
- Be 25 years of age or older
- Be seeking recovery from addiction to drugs and/or alcohol
- Be medically stable
- Meet HUD definition for homelessness
- Be planning to make Cobb County his or her home
- Not be under the influence of drugs and/or alcohol
- Have adequate control over his/her behavior and assessed not to be imminently dangerous to themselves or others
- Be assessed as medically appropriate and free of any illness that requires isolation from others
- Have the capacity for active participation in all phases of the program
- Be ambulatory (including with the use of a wheelchair or walker) and meet personal needs without assistance
- Must be able to work a 40-hour workweek
- Commit to be a resident of the program for a minimum of nine months

An Individual Service Plan is developed during the Welcome Phase. It is reviewed every 30 days and updated every 60 days. After the 3 week Welcome Phase, our clients find and maintain fulltime employment in the community. They work during the day and participate in a rigorous treatment schedule of counseling and therapy in the evening.

Most clients will complete the program in 9 to 12 months. Those that complete the program are encouraged to take an active role in our Alumni Association, and are encouraged to mentor residents individually.

Every client works a full-time job in our community. They learn to abide by society's rules by first obeying ours. Clients are drug tested at least weekly. We have a zero tolerance policy for drug or alcohol use. In addition to paying a fee to the organization as an investment in their own recovery (20% – 30% of the adjusted gross income), every client is required to open a savings account at a bank and save a portion of each paycheck. The amount each client saves varies—getting caught up on late child support payments is the first priority, with additional consideration given to court fees and fines, as well as tax and other debt.

This rigorous program is grounded in group psychotherapy and psychoeducation, and individual counseling and case management tailored to the needs of the clients in each phase of the program.

Program components include the following:

- Substance Use Disorder (SUD) Counseling
- Case Management
- Family Counseling
- Life Skills
- Recovery 101 & 102
- Meditation
- Process Groups
  - Relapse Prevention Therapy
  - Co-Dependence Therapy
  - Boundaries
- Anger Management for SUD Clients

In addition, clients have access to a medical doctor, a chiropractic doctor and a supportive and active community of others in recovery. Upon completion of the program, clients are honored at a transition ceremony, with family and friends and current and former clients. The client is then welcomed into the Alumni Association made up of their brothers and sisters who have completed the program months or years before.

The Extension employs a variety of methods to ensure the success of the overall program, as well as its individual components. Knowledge and retention of key concepts and skills for each client is monitored closely by the program staff while the client is in the program. This monitoring continues periodically for 24 months after a resident successfully completes the program.

COMMENDATIONS

The Georgia Department of Community Affairs (DCA) recognized The Extension's treatment program as the most successful of its type in the entire state. DCA helps fund many of the state's top programs, and we were deemed to be the best of the best, based on the low rate of those in our program becoming homeless again. The Department of Community Affairs' objective analysis of the data shows that there is simply no other organization in the state doing what we do better than we do it.

We were honored by the Cobb Community Foundation (CCF) as the first ever Agency of the Year. The Foundation reviewed over 40 organizations of all types, who serve our community in a plethora of ways, and determined that The Extension was most deserving of this honor.

By obtaining Platinum status as awarded by the GuideStar reporting agency, The Extension has achieved the maximum recognition for full non-profit disclosure. GuideStar platinum provides donors the highest level of assurance that their support is having the greatest possible impact and that the organization meets the highest standards of accountability.

To say that our performance has remarkably improved over the years is an understatement. No other organization in the state has accomplished all that we have achieved. But the journey is not over—more must be done.

Goal 1 deals with expanding our capacity, but increasing the number of beds and building new facilities are only part of increasing capacity. We are committed to not only growing in size; we continue our commitment to improve our services. ***Capacity and capability are two sides of the same coin—one always goes along with the other.***

The continual process of getting better will be evidenced in key areas during the timeframe covered by this strategic plan. We are building on a foundation of decades of service and lessons learned, while also laying the groundwork for what will follow.

Program monitoring continues after a client successfully completes the program. Clients who have successfully transitioned to independent living are contacted throughout the following 24 months. ***Of the clients who stay in our program at least 60 days, over 67% have transitioned and sustained long term stability or are currently in the program.***

We will **Improve Overall Program Performance** by achieving the following goals.

Objective 1: Increase efficiencies and better understand the needs of those calling for help.

Objective 2: Better address the challenges presented by our clients' family dynamics and better serve affected family members.

Objective 3: Improve program evaluation methodologies.

Objective 4: Expand client participation in service partnerships offered by outside treatment providers.

Objective 5: Position the organization to eventually serve people with an increased range of co-occurring disorders/ mental health.

Objective 6: Evaluate the implications of accepting private and public third party fee-for-service billing.

Objective 7: Provide Substance Use Disorder (SUD) treatment through other organizations and jails.

The goals above address current and future needs and position the organization to adapt to possible future funding changes. Each objective will be achieved by implementing specific strategies that are time-limited and measurable. These strategies are designed to guide future activities, while allowing for on-going evaluation and modification based on accrued experiences. Each strategy will have a timeline and metrics used to document the success of each strategy.

OBJECTIVE 1: Increase efficiencies and better understand the needs of those seeking our help.

YEAR	STRATEGY
Year 1 FY 2020	Establish a Helpline to be answered 8am – 8pm, M – F, to prescreen callers and visitors seeking help from the organization
	Develop standard operating procedures for operating the Helpline
	Develop a database and data input system for the Helpline
	Develop a referral system for those the organization is unable to help
	Hire and train dedicated staff
	Train all applicable program and support staff
	Market the Helpline to increase its use and effectiveness
Year 2 - 5 FY 2021 - 2024	Continue to monitor the operation of the Helpline and make necessary adjustments to the procedures and data collection and reporting systems

OBJECTIVE 2: Better address the challenges presented by our clients' family dynamics and better serve affected family members.

YEAR	STRATEGY
Year 1 FY 2020	Hire a part-time Family Counselor
	Develop a job description based on already identified need
	Develop a method of assessing the benefit
Year 2 - 5 FY 2021 - 2024	Continue to monitor the effectiveness of the Family Counselor and make adjustments as necessary, possibly to include making the position full-time.

OBJECTIVE 3: Improve program evaluation methodologies.

YEAR	STRATEGY
Year 1 FY 2020	Develop an improved tracking system for those who have completed the program, incorporating the model developed by the National Association of Addiction Treatment Providers (NAATP).
Year 2 - 5 FY 2021 - 2024	Identify an outside program evaluator and engage their services.
	Make adjustments to the tracking system as recommended by NAATP and our own internal and external evaluation.

OBJECTIVE 4: Expand client participation in service partnerships offered by outside treatment providers.

YEAR	STRATEGY
Year 1 FY 2020	Expand access to Medication Assisted Treatment (MAT) for clients addicted to opioids.
	Expand access to trauma resolution therapy.
Year 2 - 5 FY 2021 - 2024	Continue to monitor the effectiveness of these treatment modalities.

OBJECTIVE 5: Position the organization to eventually serve people with an increased range of co-occurring disorders/mental health.

YEAR	STRATEGY
Year 1 FY 2020	Convene a team of key Extension clinicians and outside professionals to develop an evaluation methodology, based in part on Helpline data and local, state and national data, concerning current and expected need.
Year 2 - 5 FY 2021 - 2024	Provide recommendations for actions needed to address the needs of those with co-occurring disorders, including specific mental health diagnosis that would cause someone to be excluded from services.
	Identify existing models of residential programs that serve clients that only have Substance Use Disorder alongside those with co-occurring Mental Health needs.
	Develop policies and procedures to help ensure the success of serving this expanded clientele.
	Develop methodologies for evaluating the success of the expanded services.

OBJECTIVE 6: Evaluate the implications of accepting private and public third party fee-for-service billing.

YEAR	STRATEGY
Year 1 FY 2020	Convene a team of key Extension clinicians and administrative staff, along with outside professionals, to assess the current and perceived future value of accepting private and public third party fee-for-service billing.
Year 2 - 5 FY 2021 - 2024	Provide a report on the relative benefit of third party billing.
	If deemed beneficial, determine system and personnel resources needed to facilitate third party billing.
	Determine the overall current and future benefit, including projections.

OBJECTIVE 7:	Provide Substance Use Disorder (SUD) treatment through other organizations and jails.
YEAR	STRATEGY
Year 1 FY 2020	Convene a team of key Extension clinicians and outside professionals to create and/or identify various curriculum options for services to SUD clients being served through non-treatment service providers and jails. Develop contract models and Memoranda of Understanding (MOU) to formalize relationship with other service providers Develop methodologies for evaluating the success of the expanded services.
Year 2 - 5 FY 2021 - 2024	Market contracted services to SUD clients served by other organizations.

METRICS

MEASURE OUR IMPACT OBJECTIVE(S)	METRIC	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Objective 1 Increase efficiencies and better understand the needs of those seeking our help.	98% of all those entering the program to have been prescreened prior to admittance. 98% of those prescreened who we are unable to help to receive referrals to organizations best equipped to provide the assistance they need. Clinical staff to report that they have realized a minimum of 7% increase in time available for client involvement and documentation.	N/A	We will develop a database of callers with reporting during Year 1 to calculate call volume and type, needs based on county, volume per campus (men or women), number and reason of those who don't qualify and referrals. We will review this methodology annually or as needed to assess needs.				
Objective 2 Better address the challenges presented by our clients' family dynamics and better serve affected family members.	Improve client retention, family engagement, and perceived value by the client during post-transition tracking.	N/A	We will identify clients and develop specific measurement tools during Year 1 to evaluate family counseling needs. Annual evaluation of system process and outcomes.				
Objective 3 Improve program evaluation methodologies.	Number and percentage of clients who completed the program participating in tracking system.	95% at outset 55% by end of 2 years	Year 1, we expect 97% of clients who complete the program will begin the two year tracking process. Year 2-5, we expect 65% will be tracked through the entire 24 months.				
Objective 4 Expand client participation in service partnerships offered by outside treatment providers.	Number of applicable clients who participate in the following:						
	MAT	6	40	40	40	45	50
	Trauma resolution.	5	40	40	40	45	50
	Mental health assessment and treatment.	8	15	15	15	20	25
	STD testing	58	130	130	130	140	145
	Hepatitis C testing and treatment.	30	95	95	95	105	110
Objective 5 Expand client participation in service partnerships offered by outside treatment providers.	Report detailing the results of the strategies necessary to commence this expanded service.	N/A	Progression will be evaluated by the Executive Committee of the Board of Directors.				
Objective 6 Evaluate the implications of accepting private and public third party fee-for-service billing.	Report detailing the results of the strategies necessary to fulfill this initiative or the reasons that it is not advisable.	N/A	Committee to present quarterly and progression will be evaluated by the Executive Committee of the Board of Directors.				
Objective 7 Provide Substance Use Disorder (SUD) treatment through other organizations and jails.	Report detailing the results of the strategies necessary to fulfill this initiative, along with a list of potential sites.	N/A	Report detailing the results of the strategies necessary to fulfill this initiative, along with a list of potential sites.				

GOAL 3

Position the Organization for Current & Future Growth

Operating a winter-only shelter is an incredibly hard thing to do. As the crisp fall air turned colder and we opened our doors, we appealed to the community that we needed their help. Then, just about time the daffodils started blooming, we would close our doors and disappear from the community's consciousness, only to repeat that process seven months later. Such difficulty produced perseverance for the years ahead, as we grew into a licensed and accredited residential addiction treatment center.

The transformation of a small, seasonal shelter into one of the largest treatment centers in the state didn't happen by accident. As the program grew and the community impact deepened, financial support evolved from private donors to area businesses to local, state and federal government funding. Over the past 17 years, income has grown 16% a year on average with the largest donations being from foundations and grants. In 2018, we secured a significant new funding source, the Department of Behavioral Health and Developmental Disabilities, which gave us the funding for 24 hour staff coverage, the development of a Helpline and expanding our program processes to better serve our clients.

Our financial position is very healthy. Audited financial statements from FY2019 indicates a surplus of $421K which will be reduced slightly due to a depreciation adjustment applied at our annual audit. Our proposed FY2020 budget anticipates a surplus of $244K, and through the concerted efforts outlined, we are confident that we will be able to raise the funding to cover future operational costs.

We have experienced constant income growth over our 32-year history and we are financially supported by a diversified group of private individuals, corporate sponsors, business affiliates, civic clubs, faith-based organizations, our clients, and local, state, and federal agencies. Over the years we have ridden the economic waves of the times, but have always done what it takes to cover expenses and meet obligations.

This expansion project will increase our capacity from treating 82 clients to 115 clients at a time. An indepth review of the projected operational budget needed to sustain our growth has been completed and the increased income of $650,000 will be required in fundraising annually. This expense includes the addition of approximately 8 staff members; a Grant Writer, 3 Counselors, 3 Case Managers and a Reporting Coordinator, phased in over the next 5 years. *Refer to the Appendix for the Financial Proforma and Projected Organizational Chart.*

THE EXTENSION PROFORMA FINANCIAL SUMMARY (2020-2024)

IN THOUSANDS ($000'S)	FISCAL YEAR ENDED JUNE 30TH					
	2019	2020	2021	2022	2023	2024
Total Revenue	$1,875	$1,693	$1,662	$1,763	$2,166	$2,230
Total Expenses	$1,454	$1,449	$1,493	$1,653	$1,997	$2,027
Net Operating Surplus	$421	$244	$168	$110	$169	$203

OBJECTIVE 1:	Strengthen the organization's financial capacity for future growth.
YEAR	STRATEGY
Year 1 FY 2020	Hire a development professional (fundraiser) to increase individual and corporate donor base to reduce reliance on large single sources to diversify risk. Develop an active development and fundraising committee of staff, board members, volunteers and community members to support the fundraising efforts. Hire a grant writer to increase submissions of government and private grant applications year over year.
Year 2 - 5 FY 2021 - 2024	Annual evaluations to review production vs. goals. Add or revamp the committee as needed.

OBJECTIVE 2:	Limit financial fluctuations/exposure.
YEAR	STRATEGY
Year 1 FY 2020	Establish a cash reserve policy evaluated annually by the finance administration staff and the executive board.
Year 2 - 5 FY 2021 - 2024	Annually review % of total government funding vs. total income with a strategy to reduce the risk of large funding fluctuations.

METRICS

MEASURE OUR IMPACT OBJECTIVE(S)	METRIC	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Strengthen the Organization's Financial Capacity.	Increase ***individual, foundation and corporate donor base and giving*** to reduce reliance on large single sources.	$466,000	$409,000	$435,000	$507,000	$558,000	$619,000
	Increase ***government grant giving.***	$934,000	$1.025M	$1.025M	$1.025M	$1.275M	$1.275M

GOAL 4

Increase Community & Statewide Awareness of The Extension

The focus of the organization has been, and will always be, on meeting the needs of our clients. Helping our clients is the best way we can serve the community. But our service to the community extends beyond that.

For everyone that comes to us needing help, there are dozens more doing their part to ensure that we are able to help. While funding from government grants has risen rapidly over the years, we still depend on the community. Over 1600 volunteers, those who support the organization financially, and people who bring items on our needs list are all central to our ability to provide life-changing and life-saving services to those in our community who need it the most. That is over 9X the number of clients we see each year; those who are so committed to this place and witness the miracles happen.

Everyone who supports the organization heard about us from someone. Other than a social media and website presence, we do not advertise. To ensure the long-term viability of the organization we must make more connections in order to meet the growing demand. It begins with growing awareness of the organization.

We have a great story to tell, and we are fortunate to be part of a community and a state that has proven itself to be receptive to our story through their support. The challenge is conveying our story to more people. It is a multipronged approach that begins with the Board of Directors and places the organization in the best possible position to increase awareness of the organization.

OBJECTIVE 1: Develop and implement a marketing and public relations strategy.

YEAR	STRATEGY
Year 1 FY 2020	Create a marketing and public relations committee, made up of board members and outside experts, who will be tasked with developing a marketing and PR plan that will support over-all development efforts.
Year 2 - 5 FY 2021 - 2024	On-going plan implementation and review for effectiveness.

OBJECTIVE 2: Improve internal metrics ranked by leading rating organizations.

YEAR	STRATEGY
Year 1 FY 2020	Determine areas where the organization will rank in the top 10% of our peers. Develop a method for addressing the deficiencies.
Year 2 - 5 FY 2021 - 2024	Monitor respected ranking organizations' scoring criteria and responding accordingly.

OBJECTIVE 3: Strengthen our Board of Directors

YEAR	STRATEGY
Year 1 FY 2020	Evaluate the existing Board member skills and demographic matrix to ensure targets are in keeping with current and anticipated needs. Target key individuals for open positions on the Board. Develop a system of advocacy training for Board members.
Year 2 - 5 FY 2021 - 2024	Continue building upon the targets and training.

METRICS

MEASURE OUR IMPACT OBJECTIVE(S)	METRIC	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Objective 1 Increase efficiencies and better understand the needs of those seeking our help.	Marketing and Public Relations committee to work with the staff Development Professional to implement the plan, adjust and review annually or more frequently as needed.						
Objective 2 Increase efficiencies and better understand the needs of those seeking our help.	Achieve 90th percentile of key ranking organizations	Unranked by GuideStar and Charity Navigator	80%	90%+	90%+	90%+	90%+
Objective 3 Strengthen Board of Directors	Achieve 90% of matrix targets.	Current Board Matrix	80%	90%+	90%+	90%+	90%+

GOAL 5

Develop Replicable Organizational Structures & Systems

The tremendous success we have achieved started with lessons we have learned—some by trial and error, many more by learning what worked at other organizations and by applying established best practice models. It is much better to learn the smart way, by asking for and receiving help, by observation and by having the wisdom to know that someone else may have a better way. Ultimately we want to assemble a methodology that is a how-to manual, reference guide, and operation guidelines for reproducing The Extension experience anywhere in the country.

We want to take all that we have learned and make it easier for other communities to do what we do. These initiatives may be wholly operated by The Extension and fall completely within our organizational structure. Others may take the form of a partnership between our organization and an organization based in another community. We could also simply act as an advisor to another organization by assisting them with organizational and program development.

Regardless of how we help, we want to make serving other communities as effective and efficient as possible. Doing that fulfills our vision statement to "to become the replicable model of success in our community and beyond for the prevention, intervention and treatment of chemical dependency for those without the ability to pay."

OBJECTIVE 1:	Develop an organizational structure with systems, policies and facility models that can be reproduced in other markets.
YEAR	**STRATEGY**
Year 1 FY 2020	Convene a committee made up of Board representatives, Extension clinicians, and outside experts to formulate and guide a process to assess system documentation, program components and participant completion requirements.
Year 2 - 5 FY 2021 - 2024	Continue to refine processes and begin to disseminate our methodologies to various support stake holders.
	Develop a marketing plan to introduce this resource to key influencers across our state and region.

METRICS

MEASURE OUR IMPACT OBJECTIVE(S)	METRIC	BASELINE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Develop an organizational structure with systems, policies and facility models that can be reproduced in other markets.	Determine proper documentation necessary for replication	Quarterly committee meetings to develop a plan and process.					
	Inform key support stakeholders	Recommendations to the Board.					
	Market the plan to key influencers	Develop a marketing plan for a national audience.					

Closing Summary

The Extension is not where homeless, addicted men and women end up, rather it is the place where they start up. After completing the program, it is a place where they return to give what was given to them, a place that will always be part of them, as they remain part of The Extension.

The Extension's Residential Treatment Program is a wonderful means to an even more incredible result: men and women made well, their families made whole, and the community made better because of this giant collective effort. These men and women are your attorneys, nurses, welders, service professionals and more that you come in contact with each and every day.

We're somewhat unique for treatment centers, in that those we serve enjoy the benefit of a loving and committed community. Over a hundred volunteer groups take turns preparing and serving dinner nightly. Donors who steadfastly support our organization, corporations, along with government funding and regulatory agencies, combine with the efforts described in this document to make a real and lasting difference in the lives of us all.

It's more than getting a client from point A to point B—it's about collective responsibility every bit as much as it is about self-responsibility. It's about seeing ourselves in another human being and realizing that at the point of contact previous notions of distinctions between us simply don't exist. We all serve and are served. With this strategic plan, we will continue to lead the way by increasing the capacity to serve more individuals, exponentially improve our program performance, position the organization financially for future growth, increase community and statewide awareness of our program and become a replicable model for other markets.

This is how The Extension contributes to the wellness of individuals and the oneness of our community. We encourage you to join us in *Extending Our Future*.

the EXTENSION

The solution for homelessness & addiction

Administration: 770-590-9075
HELPLINE: 470-HELP-YOU (470-435-7968)
info@theextension.org | www.theextension.org

Appendix

THE EXTENSION: CAPITAL FUNDRAISING & NEW BUILDING CONSTRUCTION

2019	2020	2021	2022	2023
Planning	Fundraising	Construction	Completion	Move In
\$0 M	\$0 M	\$3 M	\$1.3 M	\$1.3 M
PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
• Received \$2M in matching pledges • Rezone property • Meet with lead gift donors • Interview consulting firms for fundraising efforts and engage • Engage engineer and architect	• Develop case for support and marketing materials • Launch 3-year pledge campaign 7/1/20 • City approval of engineering and architectural plans	• Collect \$3.0M in cash (\$2M in matching pledges +1M in new pledges/cash) • Engage general contractor • Secure construction loan • Demolish old building • Relocate residents • Begin construction 7/1/21	• Collect \$1.3M from pledges • Complete construction (year-end)	• Collect \$1.3M from pledges • Payoff remaining construction loan • Move in

Project Budget: \$5.6 million.
Project Objective: To replace a substantiated 1930's warehouse (dormitory) building at our Men's campus with a new building which increases the number of available beds from 47 to 80 (70% increase).

THE EXTENSION PROFORMA FINANCIAL STATEMENTS (2020-2024)

IN THOUSANDS ($000'S)	FISCAL YEAR ENDED JUNE 30TH					
Unrestricted revenue:	2019	2020	2021	2022	2023	2024
Contributions - foundations	45	50	50	63	78	98
Contributions - corporate/religious	95	61	91	113	142	177
Contributions - individuals	138	100	150	188	191	195
Contributions	278	211	291	363	411	470
Government grants	934	1,025	1,025	1,025	1,275	1,275
Program revenue	150	160	120	140	208	208
In-kind contributions	325	100	82	90	125	128
Other revenue*	188	198	144	144	147	149
Total unrestricted revenue	$1,875	$1,693	$1,662	$1,763	$2,166	$2,230
Unrestricted expenses:						
Personnel expenses	692	692	761	876	1,014	1,034
Program expenses	337	399	370	400	475	485
Occupancy expenses	71	74	74	75	158	159
Building repairs & maintenance	117	105	106	107	129	130
G&A expenses	111	56	65	81	101	103
Depreciation	98	97	95	93	102	99
Interest expense	28	27	22	21	19	17
Total unrestricted expenses	$1,454	$1,449	$1,493	$1,653	$1,997	$2,027
Net operating surplus	$ 421	$244	$168	$110	$169	$203

** Other revenue includes special events, offsite housing, transition support and investment income.*

OPERATING CASH FLOWS (OCF)

OCF available for debt service:	2019	2020	2021	2022	2023	2024
Net operating surplus	421	244	168	110	169	203
Less: net assets transferred from restricted	159	174	120	120	120	120
Plus: non-cash /debt service expenses	171	124	117	114	120	116
OFC available for debt service	$433	$194	$164	$104	$170	$199

THE EXTENSION CURRENT & PROJECTED POSITIONS

EXECUTIVE DIRECTOR

- Executive Director

DIRECTORS

- Director of Administration
- Men's Program Director
- Women's Program Director
- Director of Community Relations
- Asst Director Men's Programs, Director of QA & Reg C
- Director of QA & Regulatory Compliance
- Director of Development

ASSISTANT DIRECTORS

- Asst Director of Administration
- Asst Director of Development — Grants

COORDINATORS

- Helpline Coordinator
- Reporting Coordinator

COUNSELORS

- Men's Program PH 1 Counselor
- Men's Program PH 1 Counselor
- Women's Program Counselor
- Women's Program Counselor
- Men's Program PH1 Counselor
- Men's Program PH 2 Counselor
- Men's Program PH 2 Counselor

CASE MANAGERS

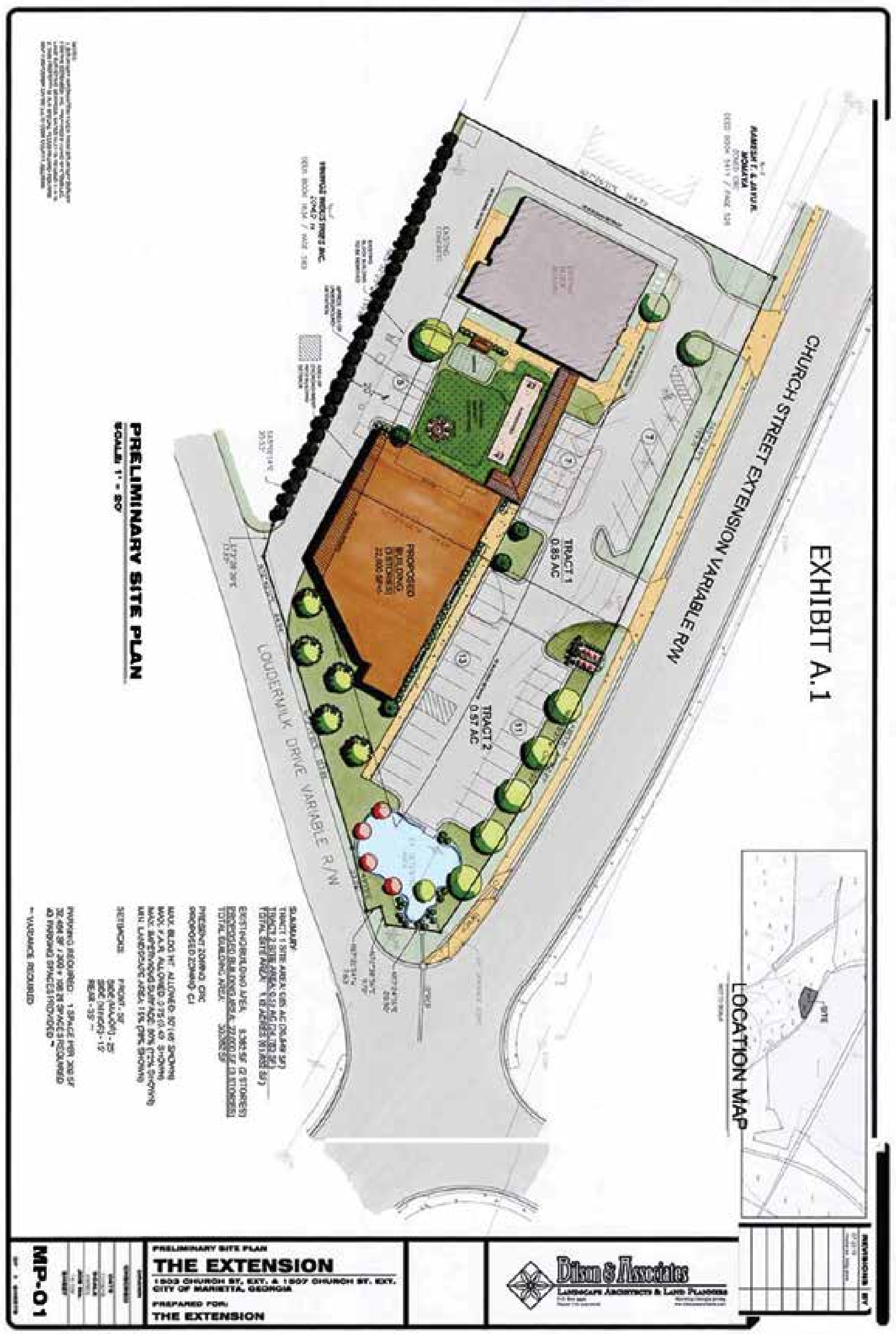
- Men's Program PH 1 Case Manager
- Men's Program PH 1 Case Manager
- Men's Program PH 1 Case Manager
- Men's Program PH 1 Case Manager

SUPPORT STAFF

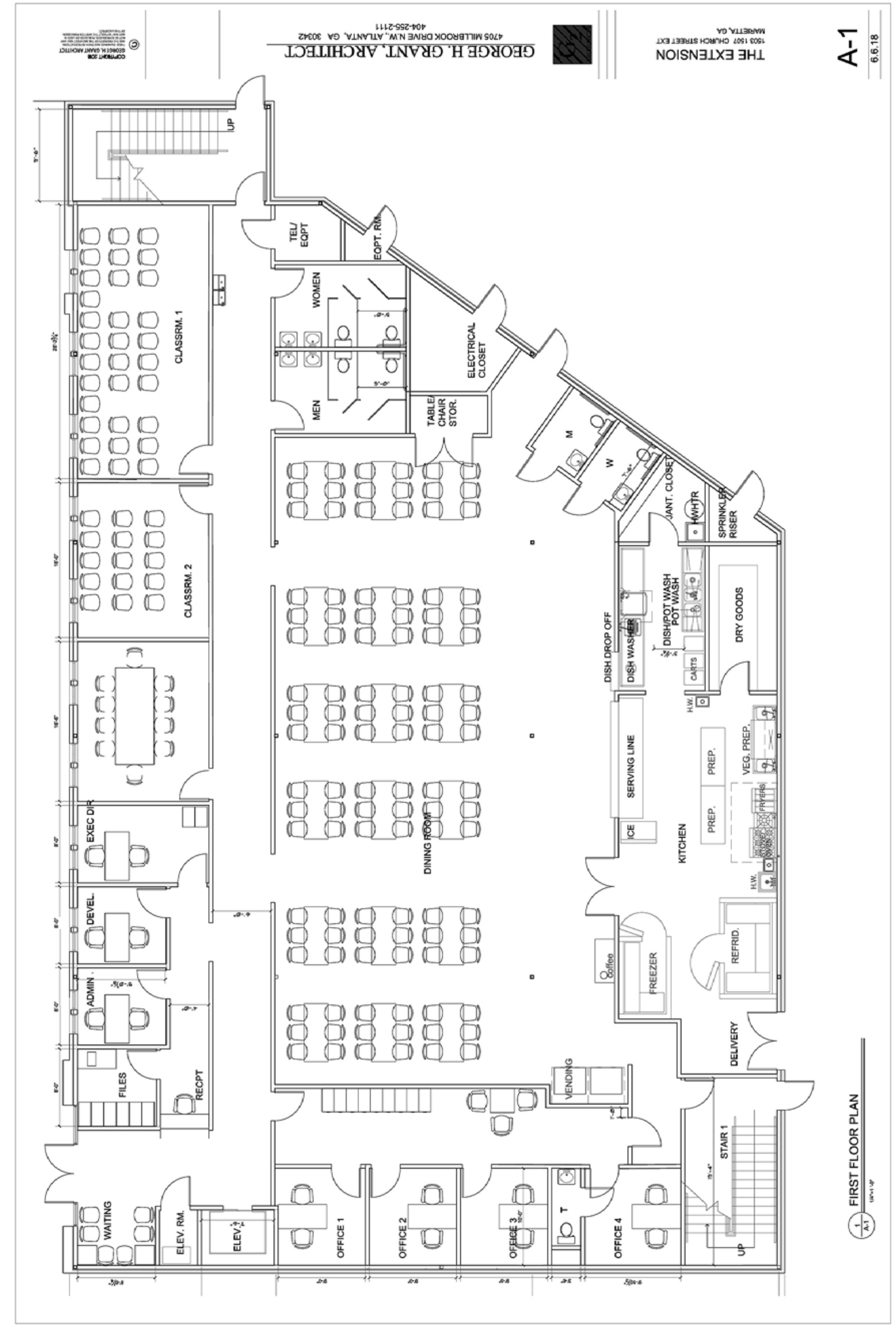
- Men Program Support Staff (various)
- Wos Program Support Staff (various)
- Help Line Support Staff (various)

The above is based on a projected new total of 80 onsite men's beds, following construction of a new men's facility. Current positions are noted in SOLID COLORS of each respective box. Changes are OUTLINED. Additions are noted in solid YELLOW..

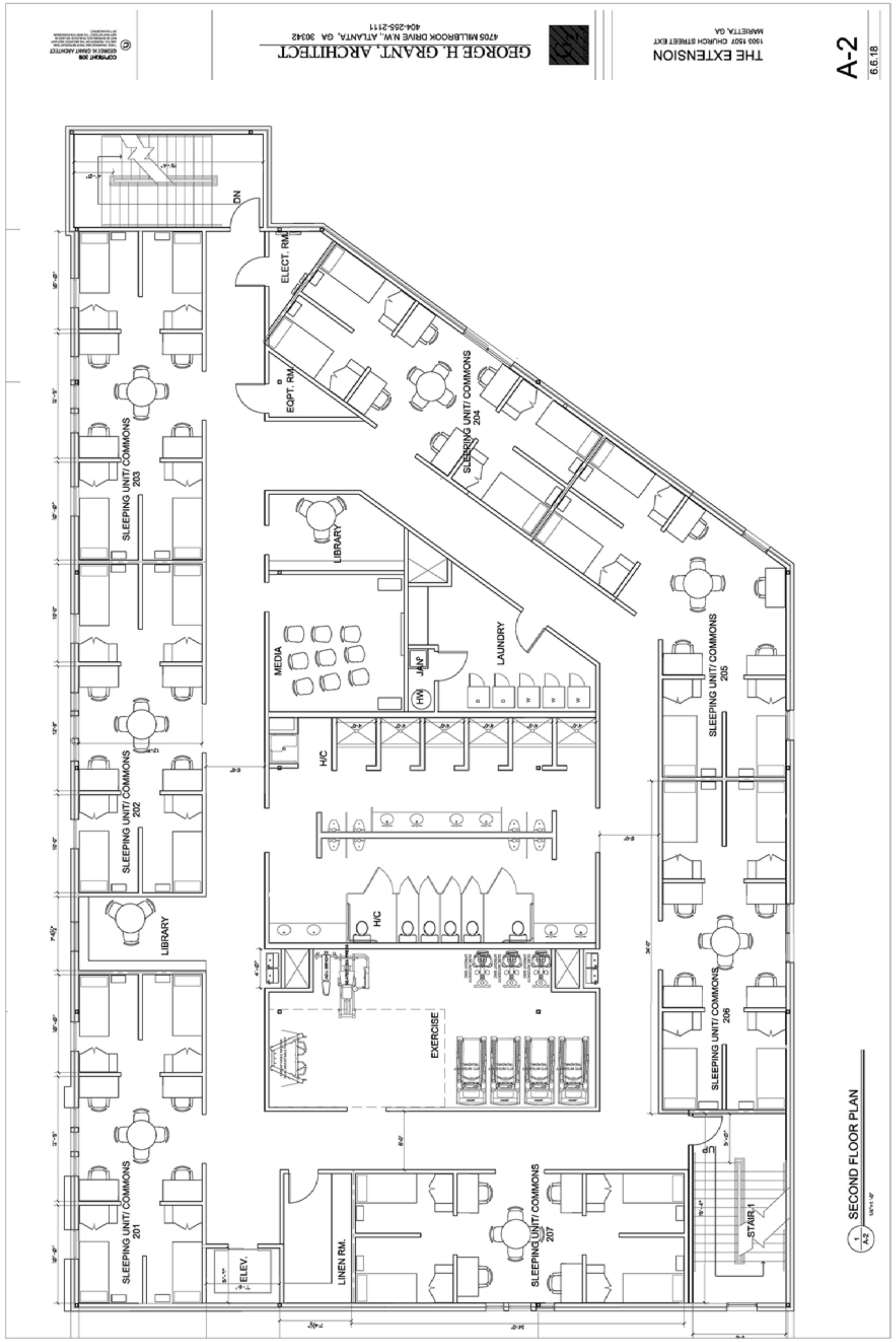
SITE PLAN

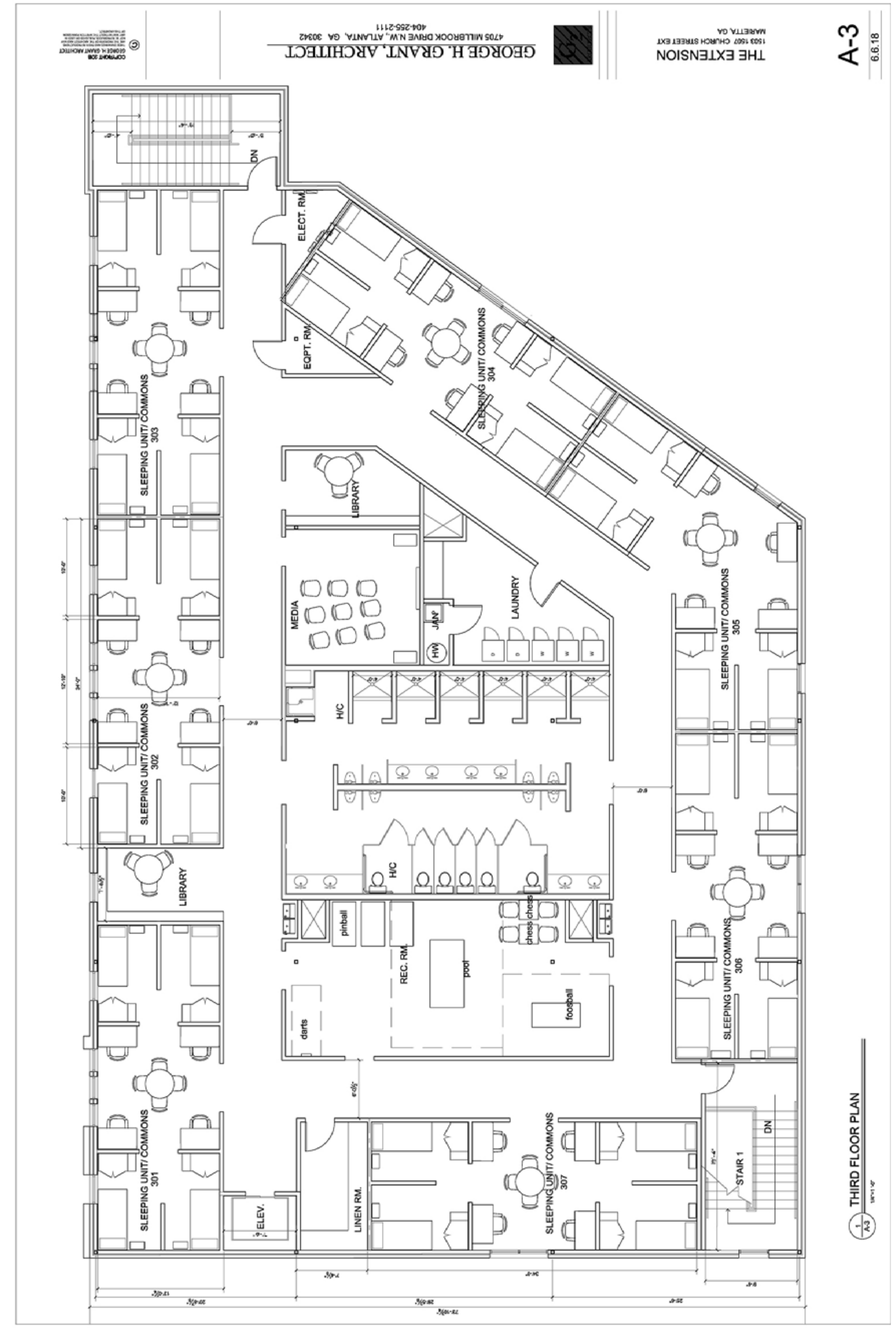


FLOOR PLANS



FLOOR PLANS CONT'D





PROJECT BUDGET SUMMARY

Replace a substandard building (circa1930's manufacturing building converted into a dormitory) at our men's campus with a new building and in so doing increase the number of beds by 33, and increase of 40%.

PROJECT COST	
Engineering/Design/Entitlement	.15 (in Millions)
Demo/Infrastructure/Building	4.55 *
Const. Finance/Interest	.2
Fundraising Expenses	.2
Contingency	.2
FFE	.3
TOTAL COST	**$5.6 MILLION**

See CorkHoward estimate

7/12/19

The Extension

CORKHOWARD CONSTRUCTION
2121 New Market Pkwy. - Suite 118 - Marietta, GA 30067
770-690-0800 - 770-690-0830 Fax

Attn: Tyler M. Driver

Re: New Men's Building
1503 Church Street Ext
Marietta, GA

Mr. Tyler

Cork-Howard Construction is pleased to submit the following budget of labor and materials to complete the above referenced project.

We propose a clean, concise, and workmanlike job for the sum of: $4,421,030.01

Division 2 Grading, Utilities, & Demolition	$320,068.77
Division 3 Site Concrete	$56,382.67
Division 3 Building Concrete	$118,864.57
Division 3 Concrete Pumps	$62,004.48
Division 4 Masonry	$174,172.14
Division 5 Steel	$433,100.00
Division 6 Carpentry & Millwork	$214,675.00
Division 7 Caulking & Sealants	$27,736.61
Division 7 Roofing	$39,860.00
Division 8 Doors & Windows & Glass	$203,579.51
Division 9 Drywall, Painting & Flooring	$718,012.51
Division 10 Specialities	$32,164.52
Division 11 Equipment & Furnishings	$85,839.61
Division 13 Special Construction	$0.00
Division 14 Conveying Systems	$76,655.00
Division 15 Plumbing	$300,215.00
Division 15 Fire Protection	$64,000.00
Division 15 HVAC	$652,750.00
Division 16 Electrical	$384,047.92
General Conditions	$246,376.45
Profit and Overhead	$210,525.24
TOTAL	$4,421,030.01

If you have any questions, please feel free to call.

Respectfully,

Mark Harwell
Cork-Howard Construction
678-725-1597

Notes

the EXTENSION

The solution for homelessness & addiction

Mission

To facilitate a transformation that empowers chemically dependent, men and women to become sober, accountable members of society, and to serve as a recovery resource for the community.

Vision

To become the replicable model of success in our community and beyond for prevention and treatment of chemical dependency for those without the ability to pay.

The Extension Men's Campus sits in the shade of Kennesaw Mountain.

Never since the battle that made that hill famous

have so many men, from so many different places,

fought so hard in its shadow.

the

EXTENSION

The solution for homelessness & addiction

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