



Strategic Plan

2010 — 2014

The Extension's mission is to facilitate a transformation that empowers chemically dependent, homeless men and women to become sober, accountable members of society, and to serve as a recovery resource for the community.

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Introduction

We are here, not because there is a problem, but because there is a solution.

In any given week, it is estimated that almost 20,000 people in the state of Georgia are homeless (source: National Alliance to End Homelessness, 2007). The Extension started out as an emergency winter shelter in Cobb County in 1987. Over the years, as we learned more about why people become homeless, our mission has evolved from providing temporary shelter to establishing a long-term residential recovery program for homeless, addicted men and women.

There is an undeniable link between substance abuse, addiction and homelessness, according to the U.S. Department of Health and Human Services Substance Abuse and Mental Health Services Administration. Armed with this critical insight, The Extension's service model is today based on the premise that in order to return homeless men and women to productive lives as functioning members of our society, we must first address the substance abuse problem.

The Extension is a long-term residential recovery program for homeless addicted men and women with two campuses in Marietta, Georgia. The success of the original men's program, coupled with a growing need to help homeless addicted women, inspired the planning, funding, and opening of the Barbara J. Crafton Center for women in 2009.

The purpose of this strategic plan is to provide a living blueprint for the continued success of both the men's and women's program so that we can continue our efforts to break the cycle of chemical dependency and help men and women become sober and accountable members of society.

We embark unhesitatingly on the path, in a direction that is absolutely right and urgent, supported by everyone, in the knowledge that this path is but a learning process...We have to keep on learning, creating, applying, by-passing, touching upon, refining and clarifying a number of notions and details that need to be improvised and applied and which, thank God, we cannot foresee. The only rigidity lies in our will, our conviction that we are on the right road and that our initiatives are most pressing.

- *Yehudi Menuhin*

Executive Summary

The Strategic Plan comprises a five-year timeframe commencing with the fiscal year ending on June 30, 2010. There is a special emphasis on the current year, with an Annual Action Plan that addresses short-term goals of the organization. Intermediate-term goals span the timeframe between the second and fifth year. Long-term goals, from the sixth year forward, are noted in response to anticipated needs and opportunities.

The Annual Action Plan defines objectives, the purpose for each objective, action steps and the point person charged with ensuring the objectives are realized. Short-term goals are identified as follows:

Strengthen Brand

Seek accreditation as a Licensed Treatment Center

Increase administrative Staff by hiring a Director of Development

Formalize an internship program

Create a Development Plan

Redefine the Board's committee structure

Develop a Board of Advisors

Develop Board recruitment and development procedures

Establish a succession plan for the Executive Director position

Explore options for upgrading The Extension's web site

The Annual Action Plan is supported by the Annual Development Plan and the Annual Communications Plan. These additional plans provide more detail for the current fiscal year's planned activities and are included as appendices to the Strategic Plan.

The Annual Development Plan has three primary objectives: (1) locate new sources of revenue; (2) expand and grow current sources of revenue; (3) manage current and new revenue sources to ensure future gift giving.

The Annual Communications Plan is focused on strengthening The Extension's brand by increasing awareness and support among current and potential corporate and individual donors and building goodwill and support of the surrounding community.

While this first Strategic Plan itself may be considered a hallmark for the organization, the plan's relevance will only be realized as the plan predicates action. With this document we have written the future history of the organization.

Organizational Summary

The Extension's History & Overview

B.R. Hogan's death in 1986 from exposure to the elements motivated a group of religious leaders, community activists, and a concerned county commissioner to prevent such a tragedy from happening again. Through their efforts, the vacant Elizabeth Elementary School was turned into an emergency winter shelter for the homeless in early 1987, with financial support provided primarily by local churches. Volunteers and the Salvation Army provided the human resources, and the Cobb County Emergency Aid Association provided material support. The shelter operated on a November through March schedule and was officially named the Marietta-Cobb Winter Shelter.

The shelter's location in the vacant school was temporary, and later it was moved to the basement of the Christ Episcopal Church in Kennesaw. Though the church offered its basement again for the winter of 1989, there was a growing realization of the need for a permanent location. The Marietta-Cobb Winter Shelter was becoming a viable entity of its own, and the first steps of gaining independent status were taken. An old warehouse was rented and renovated in 1990. The Marietta-Cobb Winter Shelter was incorporated in 1991.

By 1995, there was a growing understanding among the organization's leadership that providing shelter only addressed the situation, but did nothing to solve the root problem facing so many of the homeless individuals they served: addiction. That realization was the impetus for the development of a full-fledged long-term recovery center – today known as The Extension. The Extension was founded on the premise that homelessness is only a symptom of the larger problem of chemical dependency on alcohol and drugs. While not all alcoholics and addicts end up homeless, many who are homeless suffer from addiction.

The Extension is unique in that it provides addiction recovery services to homeless individuals through a comprehensive residential recovery program, led by licensed and certified counselors. While many treatment center programs are of limited duration, The Extension recognizes that a more long-term approach is necessary to work with the residents on developing life skills, treating addiction, and developing a new philosophical approach to accepting responsibility and accountability. The 12 steps of recovery are considered integral to the success of the program. The typical length of stay for a man is approximately one year.

The Extension's History & Overview cont'd

Thus in 2008, The Extension began planning to open a women's facility. A capital campaign was launched to raise the necessary money, with U.S. Congressman Phil Gingrey serving as honorary chair.

“A woman has a lot fewer options for survival as a homeless person, and all of those options are dangerous,” said Dr. Karl Steinichen, a board member and volunteer medical director for The Extension. “The need for a treatment facility dedicated specifically to women is long overdue.”

The Extension celebrated the opening of the Barbara J. Crafton Center, a 20-bed facility for homeless addicted women, in May, 2009, and was filled to capacity within a few weeks.

The Extension is a non-profit, community-supported organization serving Cobb County and the entire metropolitan area. Today, The Extension is the largest service provider of its kind in the North Metropolitan Atlanta area.

Mission

To facilitate a transformation that empowers chemically dependent, homeless 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.

Strategic Goals

Short Term Goals

Short term goals are discussed in more detail in the Annual Action Plan, with additional information provided as applicable in the Annual Development Plan and Annual Communications Plan. Short term goals are to be achieved by the end of the current fiscal year and are identified as follows:

Strengthen Brand

Seek accreditation as a Licensed Treatment Center

Increase administrative Staff by hiring a Director of Development

Formalize an internship program

Create a Development Plan

Redefine the Board's committee structure

Develop a Board of Advisors

Develop Board recruitment and development procedures

Establish a succession plan for the Executive Director position

Explore options for upgrading The Extension's web site

Intermediate Term Goals

Intermediate term goals are to be completed by June 30, 2014. These goals are supported by the completion of previous years' goals and are define as follows:

Intermediate Term Goals

- 1) Define the plan and expand The Extension's program into new geographic areas.

In defining the plan we would provide a rationale for program expansion based on need and support capacity. Through the use of a matrix, we would quantify existing and expected need for our services, available support from within and outside the community, the likelihood of collaborative relationships, availability of affordable housing, transportation infrastructure and a multitude of other factors. We would make a decision based on data collected from several potential sites and proceed with expansion.

- 2) Develop an operations manual to use as a resource for expansion.

Beyond the limited scope of a policy manual, this operations manual could serve as a blueprint for establishing and operating a long-term residential recovery program for adults anywhere in the State and beyond. This manual could serve as a guide for committed people in other communities and for the organization itself, as we seek to expand service beyond Metro Atlanta.

- 3) Create a youth education and prevention program.

Following the adage of an ounce of prevention being better than a pound of cure, The Extension is compelled to play an active role in the addiction prevention activities in the communities we serve. We would do this through collaborations and following existing best practice models.

Long Term Goals

Long term goals are to be achieved in a time frame beyond the scope of this Strategic Plan and represent foundational aspirations intended to provide for the ongoing viability of a successful and growing organization. Preparatory work for the long term goals will be done in prior years and are defined as follows:

- 1) Establish a robust and sustainable Legacy Program.

Planned giving is at the center of our future Legacy Program and is explained in detail in Appendix V.

- 2) Further expand the program of The Extension's into new geographic areas.

Further expansion would follow the plan described above.

Annual Action Plan

The Annual Action Plan encompasses the breath of our organizational initiatives for the current fiscal year. This plan contain measurable objectives necessary to support our current programmatic goals and provide for a foundation for success in the years to come.

By maximizing resources within the organization, specifically the expertise of the Board and senior staff, and marshalling resources outside the organization through active engagement with the community we serve, the organization is well positioned to reach the milestones these goals represent.

The Annual Action Plan defines objectives, the purpose for each objective, action steps and the point person charged with ensuring the objectives are realized. A new Annual Action Plan will be created and approved prior to each fiscal year, concurrent with an evaluation of the entire Strategic Plan.

Supporting the Annual Action Plan is an Annual Development Plan and an Annual Communications Plan. While the Annual Action Plan certainly includes objectives relevant to development and communications, these other plans provide greater detail and are included within the Strategic Plan as Appendices.

Annual Action Plan

Objective 1

Strengthen Brand

Purpose

Increase awareness and support among current and potential corporate and individual donors.

Build goodwill and support of the surrounding community.

Action Steps

Establish a process for integrated internal and external PR-related communications.

Establish a standard “run of show” for fundraising events such as in-home parties.

Initiate a local media relations campaign aimed at reinforcing The Extension brand and establishing The Extension as a thought leader in the area of chemical dependency, treatment and recovery.

Action Steps

Establish a process for releasing news via PR Web and on The Extension web site.

Assess and leverage relationships with major donors, business leaders and partner organizations in support of our public relations and branding efforts.

Explore options for upgrading The Extension web site.

Point Person

Erica Stephens, Communications Committee Chair

Objective 2

Seek accreditation for a Licensed Treatment Center

Purpose

Provide recognition from the State of Georgia, Department of Human Services as meeting an established standard of treatment.

Position the organization to meet requirements necessary for funding from available Federal and State funding agencies.

Action Steps

Convene a committee of experts to guide application process.

Develop programmatic and administrative policies in strict adherence with mandates of the Office of Regulatory Services, Georgia Department of Behavioral Health and Developmental Disabilities.

Submit completed application, along with all necessary attachments and respond to inquiries as requested.

Point Person

John (J. J.) Bremner, Director of Recovery Services

Objective 3

Increase administrative staff by hiring a Director of Development

Purpose

Provide leadership and support for the organization's fundraising efforts and provide an effective means of educating the community about its needs.

Action Steps

Define major duties and responsibilities for this position and create a job description.

Solicit resumes through all relevant channels and develop a scoring criterion.

Identify and interview preferred candidates and fill position.

Point Person

Tyler Driver, Executive Director

Objective 4

Formalize an internship program

Purpose

Provide programmatic, communication, development and administrative support, while fostering goodwill with area colleges and universities and doing our part in helping qualify the next generation of human service professionals.

Action Steps

Develop major duties and responsibilities for each internship position.

Develop policies and procedures to secure qualified interns to include the following:

- Target local universities through career center/ professional networks to determine deadlines, submission protocols, etc. for for-credit internship programs at Georgia State University and Kennesaw State University
- May also advertise through Public Relations Society of Georgia (PRSA-Georgia), Georgia Addiction Counselors Association (GACA) and other professional channels
- Call for resumes
- Review resumes, create a short list of prospective interviewees
- Interview and hire candidates
- Develop a evaluation criteria to be used at the end of each internship period
- Fulfill intern feedback / review requirements as dictated by the school
- Maintain the intern program as a year-round effort

Point Persons

Communications: Erica Stephens, Communications Committee Chair

Development: Tina Jones, Director of Development

Program: John (J. J.) Bremner, Director of Recovery Services

Administration: Barbara Frost, Director of Administration

Objective 5

Create a Development Plan (completed and included as an Appendix)

Purpose

Provide a means to effectively design and disseminate fundraising activities and provide a basis for evaluation of those activities.

Action Steps

Assess the current and forthcoming development needs of the organization.

Create a monthly timeline for activities for the remainder of the fiscal year.

Identify and describe major aspects of the plan and establish a timeline for each.

Point Person

Tina Jones, Director of Development

Objective 6

Redefine the Board's committee structure

Purpose

Provide an effective structure for the Board to carry out its responsibilities.

Action Steps

Evaluate other organizations' board committee structures and seek guidance from experts on board governance and from the leadership of The Extension's Board of Directors.

Identify committee functions best suited to meet existing needs.

Formulate committee chair job descriptions and appoint qualified chairs.

Develop a means for evaluating each committee's effectiveness.

Point Person

Michael Croke, Chairman, Board of Directors

Objective 7

Develop a Board of Advisors

Purpose

Provide greater support and advocacy from leaders in the community.

Action Steps

Define function and responsibility of the Board of Advisors and the means by which the Board of Advisors will interface and support the organization.

Establish responsibilities for leaders and general membership.

Establish meeting objectives and protocols.

Develop a means to identify and recruit members.

Provide means for evaluation and ongoing viability of the Board of Advisors.

Point Person

Tommy Barrow, Past Chairman, Board of Directors

Objective 8

Develop Board recruitment and development procedures

Purpose

Enhance the Board's success by acquiring capable new members and increase the effectiveness of the Board through ongoing development.

Action Steps

Formulate qualifying characteristics common to all board members.

Ascertain specific expertise needed on the board.

Discern specific support constituencies that merit board representation.

Establish diversity goals that give consideration to gender, race, and ethnicity as reflected in our community.

Develop a systematic means of identifying candidates for board service.

Develop a methodology for cultivating board prospects.

Develop tracking reports and other measurement tools to evaluate performance.

Provide ongoing general education of Board members to include legal responsibilities, advocacy methods and best practice models for governance.

Action Steps cont'd

Provide ongoing education specific to the mission of our organization to include the nature of addiction and its effect on our community, program dynamics of the organization and organizational challenges.

Point Person

Tommy Barrow, Past Chairman, Board of Directors

Objective 9

Establish a succession plan for the Executive Director position

Purpose

Provide for effective leadership and a seamless transition between the current and future Executive Director should the need arise.

Action Steps

Assess succession plans from other organizations.

Identify a person to assume the responsibilities of the Executive Director on an interim basis.

Ensure that the interim Executive Director has the knowledge and support necessary to effectively carry out the responsibilities.

Undertake a comparative analysis of the compensation and benefit package provided to the Executive Director to ensure the organization is competitively positioned to meet the demands of qualified permanent candidates.

Determine a procedure and timeline for hiring a permanent replacement.

Point Person

Michael Croke, Chairman, Board of Directors

Objective 10

Explore options for upgrading The Extension's web site

Purpose

Provide a more effective and compelling experience for those seeking information about the organization through its web site.

Action Steps

Define the needs and objectives.

Identify needed resources, including developers and copywriters.

Assign responsibilities and timeframes, and create a means of review and approval.

Point Person

Michael Croke, Chairman, Board of Directors

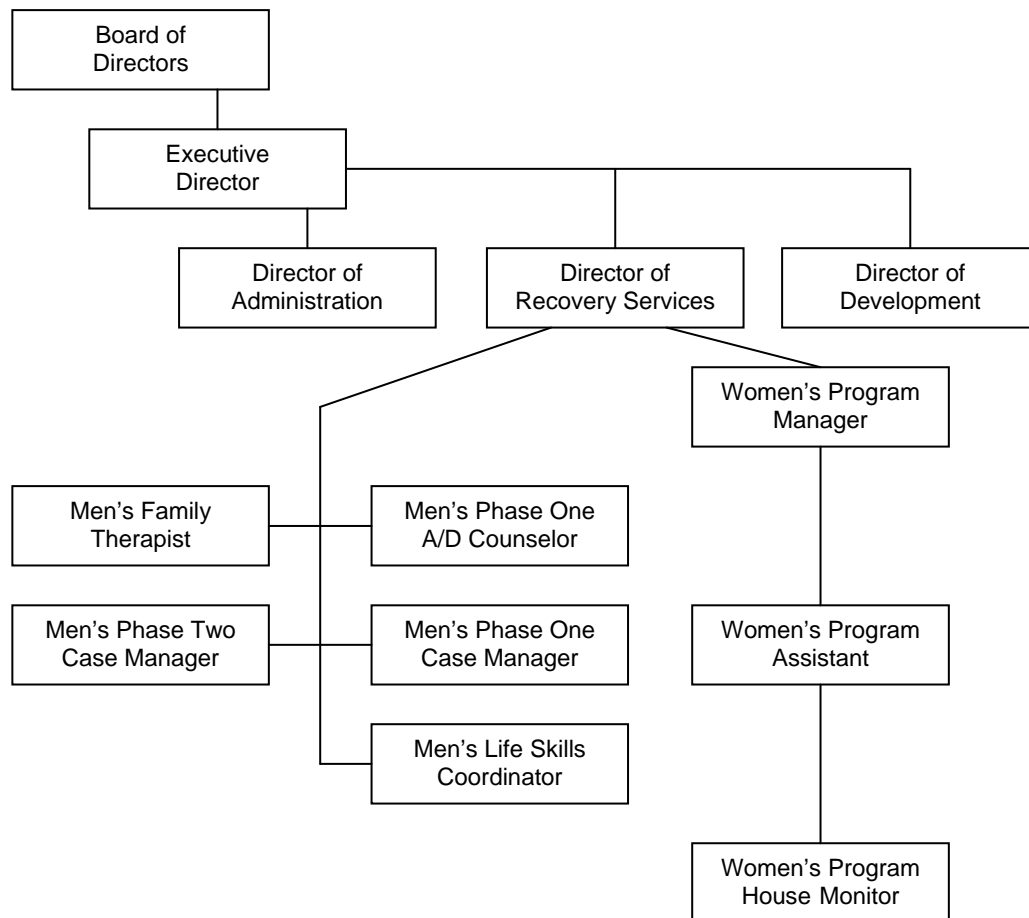
Programs and Organization Structure

Organizational Structure

The Extension is governed by a volunteer Board of Directors. Among its various duties is hiring and evaluating the Executive Director. The Executive Director in turn is responsible for the operation and management of the organization, as well as ensuring that its programmatic goals are reached.

At the heart of the organization’s effectiveness is a team of talented and committed professionals, each dedicated to the truest measure of the organization’s success: the success of those we serve.

The staff positions and supervisory structure is defined as follows:



Program Description

Our mission is to help restore lives suffering from the devastating effects of substance abuse. We serve the community through a comprehensive Residential Recovery Program for homeless addicted men and women, outpatient counseling, and various outreach initiatives. We seek to foster a spiritual awakening in those who come to us for help. Through a life-long process of recovery, life becomes whole, wounds are healed, and new possibilities become evident.

The Residential Recovery Program Abstract

The Extension is a community supported long-term recovery program for homeless men and women that serves the Cobb County area and addresses one of the primary root causes of homelessness, which is chemical dependence. The success of the program is based on the concept of integrating long-term treatment with the reality of practicing new behaviors in real life situations. To enter this program a client must meet the criteria of homelessness and display a high level of commitment to change in a face-to-face interview with no less than two staff members present. The program at The Extension is an evidenced based treatment program with a long history of success. The program will require a minimum commitment of six months but the projected transition date may be adjusted as circumstances dictate but will not exceed one year.

Program Components

The success of The Extension's Residential Recovery Program gives ample credence to the belief that comprehensive services make the efforts of long-term housing effective. Our program involves the collaboration of in-house professional services as well as resources offered by other service providers. Every element of our program is concentrated on a particular issue while working in conjunction with other components. This avoids duplication of services while maintaining a seamless programmatic structure. Our comprehensive services are as follows:

Recovery 101 – During the first three weeks of residency clients will participate in our Recovery 101 course that includes all components of the disease of addiction, an introduction to 12-Step Recovery, relapse prevention, introduction to life skills, rules and regulations, expectations, and client rights. The different sessions are as defined below.

History: The Extension's history and why it works.

Disease Concept: According to the American Medical Association, addiction is a disease without a cure but remission is possible if the prescription of recovery is taken daily. This frees the client from the guilt and shame associated with the perception that he or she is immoral or weak.

Policies and Procedures: Recovery is about accountability and responsibility. Rules and regulations are a necessary tool to teach and enforce better choices and positive outcomes. This introduction is to ensure the understanding of our rules, regulations, expectations, and client rights.

Program Book Section 1, 2, 3, and 4: Each client is given a personalized textbook for their use and as a resource while they transition. The textbook was created and copyrighted by the staff of The Extension to address specifically the disease concept and twelve-steps in depth, while accompanying homework and goals.

Intro to Conflict Resolution: Clients learn the concepts of appropriate recovery based disciplines to deal with anger, family dysfunction and communication.

Medical Assessment: The Medical Director performs and records a self-reported medical history, administers a TB test when needed, and gives referrals to community based services as deemed appropriate.

Community Resources: Clients are issued bus passes, instructions on how to get social security cards, drivers license, photo identification and birth certificates. Clients then seek full-time employment in the community and participate concurrently in intensive psycho-educational treatment and case management with our professional counseling staff. In addition, the client will complete a comprehensive bio-psycho-social assessment that will be used as a foundation to formulate an individualized service plan (ISP) which will include mandatory participation in 12-step recovery meetings, sponsorship and actively working the 12-steps of recovery. The ISP will be monitored, adjusted and updated in regularly scheduled individual case management and substance abuse counseling sessions. All pertinent information will be documented in client files as dictated by policy protocol.

In addition, the client completes a comprehensive bio-psycho-social assessment that is used as a foundation to formulate an Individualized Service Plan (ISP) which includes conflict resolution, life skills, GED testing and placement, parenting classes, family therapy, psychiatric evaluation and medications and monitoring, as well as mandatory participation in 12-step recovery meetings, sponsorship and actively work the 12-steps of recovery.

The ISP is monitored, adjusted and updated in regularly scheduled individual case management and substance abuse counseling sessions. All pertinent information is documented in client files using protocol established by our Program Director.

Individualized Service Plan (ISP) – Defines goals and objectives with measurable outcomes. Each client is assigned to a case manager and substance abuse counselor. These regular scheduled meetings are a critical component to determining the successful transitioning of the client. Counselors will monitor the client’s goals, objectives, and specific actions with time lines and proper documentation to ensure a cohesive effort with the multi-disciplinary treatment team.

Group and Individual Substance Abuse Counseling – *Group Counseling*, facilitated by a trained substance abuse counselor, provides a safe, structured environment for emotional expression, exploration, resolve and healing. Additionally, group support provides encouragement, self-acceptance, acceptance of others, and non-threatening confrontation of denial.

Individual Substance Abuse Counseling, provides safe and confidential exploration and resolution for the common issues that so often surface for the residents once they have achieved sobriety.

Conflict Resolution – Clients may enter into treatment blaming and angry and in many cases they do not know how to engage in constructive, appropriate communication. This course explains where anger comes from, effective ways to communicate and deal with anger, and non-confrontational methodology with family, employers and others.

Life Skills – All clients must complete the life skills course. This will include budgeting, savings, credit repair, toxic relationships and more. Homework consists of a plan for debt reduction, contacting creditors and learning to live responsibly.

GED Testing and Placement – When necessary clients will be required to complete the course and then take the test. We collaborate with Cobb Literacy Council who provides a certified teacher on-site to work with identified clients two nights a week.

Parenting Classes – Many clients may be mothers or fathers who lack adequate parenting skills. We will provide professional parenting classes to enable them to fulfill that critical need.

Professional Family Therapy – Regular meetings with our Licensed Professional Counselor enables the family to work together to identify the challenges they are facing. We know that every situation is different; therefore, we assist with different strategies that may help overcome such challenges.

Psychiatric Evaluation and Medications – Many of our clients suffer from mental conditions resulting from years of chemical dependence. We collaborate with a psychiatrist with a strong background in chemical dependency to evaluate and prescribe appropriate medications.

Monitoring – The resident will remain engaged in the residential recovery component for up to twelve months as determined in regular staff meetings with the treatment team. Upon transition to independent living, the treatment plan is to incorporate a specific continuum of care plan that is monitored for up to twenty four months from the date of entry into the program.

Program Performance Measures

The program described in the previous sub-divisions of this narrative illustrates how residents of our Residential Recovery Program will be assisted in increasing their incomes and living independently. The best description for these efforts is summarized through various measurements of program outputs and related client outcomes.

While housing and supportive services do indeed serve two separate functions, at The Extension they serve three common goals. Upon transition, residents will:

- Achieve a higher level of self-determination.
- Increase their skills and income earning potential.
- Obtain stable, permanent housing and remain self-sufficient.

Anticipated Program Outputs for FY 2010

Quantified measurements of the delivery of program services:

The Residential Recovery Program maintains a capacity of 20 women and 47 men participating in the program at all times. While it is difficult to project with certainty the rate at which residents will leave prior to completing the program, we know that some residents will leave the program before completing it.

Since every residents needs are somewhat different and their ability to reach the goals set forth in their ISP will not be the same, the length of time it takes to complete the program will vary. We expect the average length of time spent in the program of those that complete it will be 6 to 14 months. Given these qualifications, we expect to serve 65 women and 135 men. At a minimum each resident will receive the following services each week while in the program:

- 3 hours, Individual Addiction Counsel.
- 8 hours, Group Addiction Counseling
- 1 hour, Group Family Counseling
- 2 hours, Anger Management
- 2 hours, Case Management
- 2 hours, Family Counseling
- 2 hours, Life Skills

After residents begin working 40 hours a week they will also complete one hour each of the above with the exception of 3 hours per week Group Substance Abuse Counseling.

Anticipated Outcomes for FY 2010

Quantified measures of change in client's abilities and performance:

- 70% of clients that complete life skills will attain a minimum of 10% increase in wages.
- 85% of clients that complete the money management module of life skills will establish a regular savings account in the community and made regular deposits at a level to be determined and verified by their case manager.
- 80% of clients will complete their treatment plan and maintain stable housing and employment for twenty four months.
- 60% of clients enrolled in GED preparation will obtain their diploma thereby increasing their ability to obtain better employment and increase their self-determination.

Program Evaluation Means and Methods

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.

There are two primary means of assessing the program's success during the time a client is in the program. Both work together to measure the program's effectiveness and at the same time provides a quantifiable method of verifying that clients meet specific benchmarks.

Pre- and post-tests are administered for applicable program components. Pre-tests establish a baseline of knowledge and helps the program staff identify specific areas of focus. Post-tests determine the level of increased understanding of key concepts and will readily identify areas needing remediation.

Of course, much of what testing illuminates is theoretical. The ultimate test of knowledge is in the ability to apply newly learned concepts within the context of real-world challenges. By confirming that clients are meeting the goals of their Individual Service Plan through the specific application of vital skills, program staff can more fully discern program effectiveness. Granted this method is somewhat subjective, but careful attention is paid to document a measurable basis of judgment.

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 and self-report on a series of questions designed to identify needs they may have and at the same time allow program staff to recognize program deficiencies. The questions objectively measure the success of former clients in achieving program goals and provide the staff with a direct means of evaluating program proficiency. Areas of evaluation include:

- Ability to apply general skills learned in the program
- Perception of value of Life Skills and Anger Management
- Program Maintenance of after care program
- Employment status
- Violations of the law
- Sobriety

Collaboration with Other Agencies and Helping Professionals

The Extension provides comprehensive addiction treatment services unparalleled in our area. The variety of services address addiction, the root causes of addiction, and all of the issues that conspire to make recovery otherwise allusive. However, we cannot accomplish the task at hand alone.

The Extension depends on a myriad of other public and private agencies to provide critical services to meet the client's needs. As part of our case management efforts, we help each resident identify their needs and the available community resources to meet those needs. A large part of our resources come from federally funded programs such as the Workforce Investment Act, healthcare and various other programs provided by the Veterans Administration, and a host of additional resources made available through other public agencies.

The Extension collaborates with some of the same referral sources. We continue to develop partnerships with DFACS, the Cobb County Crisis Stabilization unit, the court system, Cobb County Probation, churches and other treatment facilities. The Extension's case manager coordinates the efforts of these diverse entities to ensure the best possible likelihood of success for our residents.

Criteria for Admissions

It is the policy of the organization to follow an admission procedure that verifies compliance with the Department of Housing and Urban Development's (HUD) definition of homelessness, including third-party verification of applicant's homeless status and to ensure that all applicants are interviewed with a consistent protocol to guarantee fairness.

The procedure is as followed:

- Applicant must be interviewed in person on our premises by first completing an application for residential services. If applicant cannot read or write, a staff member will help with the completion process.
- The initial interview will be done with a minimum of two members that may consist of the Director of Recovery, a substance abuse counselor, or case manager. It will be determined if the applicant is appropriate for the program by reviewing presenting problems, need for services, appropriate fit for available services, and level of motivation on a scale of 1 to 6.
- All applicants must be willing and able to work a minimum of 40 hours per week.
- Applicants must consent to a drug screen during the application process to establish a base line of recent drug use and remain drug free while in the program.

Only homeless, substance abusing clients, 18 and older who do not have physical custody of their children will be considered. Designated recovery team members will screen clients in a personal interview and meet the Diagnostic and Statistical Manual of Mental Disorders (DSM-IV) diagnosis for chemical dependency. The American Society of Addiction Medicine (ASAM) criteria will be used to ensure the client requires modality of treatment for residential services. If the potential client is determined as inappropriate, suitable referrals will be provided.

Referrals may come from family members, local parole and probation offices, detoxification units, shelters and outreach programs. Third- party verification is preferred and may come from the following sources:

- Verification from an emergency shelter or agency that can confirm homelessness
- Eviction notice from dwelling where client's name was on the lease
- Letter from person(s) with whom client was residing explaining that client has to vacate the living space and why.

Clients coming into the program from the streets, without third-party verification, are required to write in their own words how they became homeless.

Client intake will follow acceptance into the residential program and will consist of processing all appropriate paperwork, documentation and consent releases. The Medical Director will perform an evaluation and if any referrals for mental or physical issues are needed they will be addressed at that time.

Outpatient Services

In addition to the program, we offer comprehensive out-patient counseling to adult males and females within the community at large who could otherwise not afford these services. Out-patient services included are:

- Substance Abuse Counseling
- Anger Management/Conflict Resolution
- Motivational Counseling

Emergency Winter Shelter

Overnight emergency shelter is provided to anyone on a weather contingency basis, with the exception of unaccompanied minor children. Because of limited space, every attempt is made to house women and families off-site, with the help of other area organizations. Men are provided shelter at our men's campus and are kept segregated from our recovery program residents. Runaways and other unaccompanied minor children are referred to other organizations.

Factors commencing shelter operations include severe cold, life-threatening wind chill, and the presence or expectation of precipitation. Those seeking shelter that are aged or infirm are considered irrespective of weather conditions.

Staff Qualifications

Our counselors are either certified or licensed depending upon their area of expertise. In addition to Certified Addiction Counselors, the program is headed by a Certified Addiction Counselor II who is also a Certified Clinical Supervisor. Our family therapist holds a Master's Degree as a Licensed Professional Counselor. The Extension is committed to maintaining the highest level of excellence in our delivery of services. In keeping with that, The Extension is dedicated to ongoing staff development and education.

Governance and Management Structure

The Extension's Board of Directors is charged with the ultimate level of authority within the organization. In addition to important legal requirements, the Board is obligated to do the following:

- Determine the mission and vision of the organization
- Turn that mission and vision into a workable plan of action
- Ensure that programs are consistent with the mission and vision
- Hire and evaluate the Executive Director
- Perpetuate itself through recruitment, training and evaluation of the Board
- Promote the organization in the community
- Provide ample means for the acquisition financial and other resources
- Oversee the management of the organization's resources
- Adhere to the highest standards of ethics and accountability

The organizational leadership of the Board of Directors is defined within the Executive Committee, which is comprised of the following:

Michael Croke Chairman	Erica Stephens Vice Chair	Sandy Edwards Treasurer
Kurt Heim Secretary	Kim Honaker Member-at-Large	Tommy Barrow Past-Chair

The majority of work by the Board of Directors is done through its standing committees. Standing committees include:

- Executive Committee
- Finance Committee
- Development Committee
- Facilities Committee
- Board Development Committee
- Communications Committee

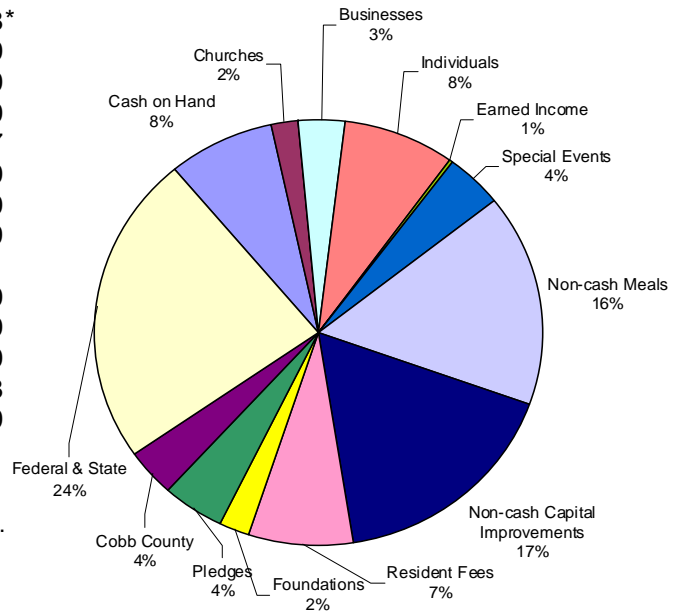
The Executive Director, Tyler Driver, has responsibility for the daily management of the organization and is head of the Senior Management Team. Along with himself, the Senior Management Team is comprised of the following:

Barbara Frost Director of Administration	John (J. J.) Bremner Director of Recovery Services	Tina Jones Director of Development
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Financial Overview

FY 2010 Projected Operating Income: \$1,256,193

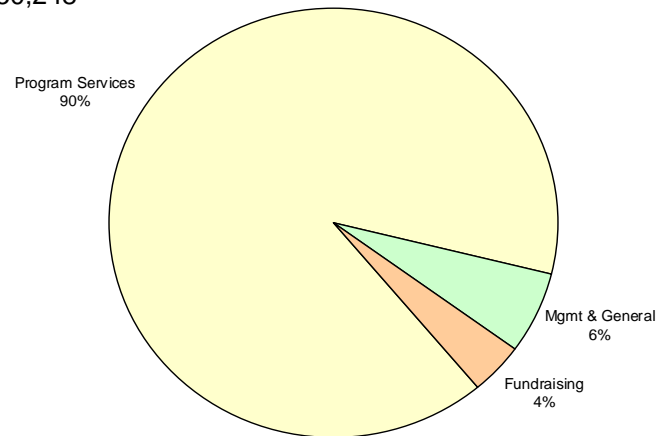
Cash on Hand	\$ 98,638*
Churches	\$ 23,100
Civic Groups	\$ 1,700
Businesses	\$ 42,190
Individuals	\$ 97,827
Earned Income	\$ 4,000
Special Events	\$ 52,000
Non-cash Meals	\$205,159
Non-cash Capital Improvements	\$212,301
Resident Fees	\$ 92,400
Foundations	\$ 28,000
Pledges	\$ 56,070
Cobb County	\$ 46,808
Federal & State	\$296,000



*Capital Campaign cash on hand used for the purchase and renovation of the facility was excluded. The capital campaign has not yet reached its goal.

FY 2010 Projected Operating Expenses: \$1,256,193

Program Services	\$1,130,574
Mgmt & General	\$ 75,371
Fundraising	\$ 50,248



Analysis of Financial Position

Statement of Financial Position

As of June 30, 2009:

Total Current Assets	\$ 310,422
Land, Building & Equipment (net)	\$2,034,607
Total Other Assets	\$ 320,032
TOTAL ASSETS	\$2,665,061
Total Current Liabilities	\$ 45,065
Total Long Term Liabilities	\$ 851,407
TOTAL LIABILITIES	\$ 896,472
TOTAL NET ASSETS	\$1,768,589

Contributions and Pledges to Give

The organization is supported substantially by contributions and government grants. The ability of the organization's contributors and grantors to continue giving amounts comparable with prior years may be dependent upon current and future overall economic conditions.

Contributions are recognized when the donor makes a pledge to give to The Extension that is, in substance, unconditional. Unconditional pledges to give were used to acquire, renovate and operate the women's facility. Unconditional pledges to give of \$285,000 are from one Board member and his family to be received over periods of ten to nineteen years. The allowance for doubtful accounts was estimated based on review by management of all pledges to give and its estimate of those that may be uncollectible. The discount rate on long term pledges to give is 4%.

Notes and Mortgages

The organization has mortgages with Wachovia Bank for \$305,000 having a current balance of \$257,484, and with State Housing Trust Fund for the Homeless Commission of the State of Georgia Department of Community Affairs of \$250,000 at zero interest maturing May 18, 2014. If the organization meets all provisions of the agreement, the note will be forgiven on the maturity date. No payments are required under the note prior to maturity. The organization has a \$367,000 mortgage with First Landmark Bank secured by its property at 130 Holiday Street in Marietta, Georgia maturing January 2012.

Income Taxes

The Extension is exempt from federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code.



Strategic Plan
FY 2010

Appendices

Annual Development Plan	I
Annual Communications Plan	II
SWOT Analysis	III
Board of Directors	IV
Legacy Program	V



**2009-2010
Development Plan**

**Prepared by Tina M. Jones
Director of Development**

I. Introduction

The 2009-2010 Annual Development Plan for The Extension will confirm its sense of focus and purpose for the upcoming year with specific and organized information.

Additionally, the Development Plan will:

- Operate in conjunction with the organization's Annual Strategic Plan
- Assist in allocating appropriate resources for our efforts
- Provide common direction for board and staff.
- Equip us to deal with contingencies and assist us in assessing our financial future and then determine appropriate course(s) of action.
- Further ensure the continuity of resources i.e. fund development will continue to move forward regardless of changes in staff and leadership.

II. Development Department's Mission

The Development Director will work with the Executive Director and the Development Committee to provide strategic direction for the organization's fundraising plans as well as manage and coordinate all fundraising efforts. Responsibilities will include increasing support from individuals, foundations, corporations and other sources as well as playing a leading role in finding and cultivating major donors. The Director of Development will work in close collaboration with the Board of Directors and Executive Director to achieve the organization's fundraising goals as outlined in the strategic plan. Our focus will require that our team concentrate our efforts in the coming year on the following:

1. Locate new sources of revenue
2. Expand and grow current sources of revenue
3. Manage current and new revenue sources efficiently and effectively to ensure future gift giving
4. Seek opportunities to communicate our programs and services and overall presence within the community

III. Current Fundraising Methods (FY 2009)

Currently, The Extension raises funds mostly through government funding, religious and civic groups and individuals. The Extension also receives in-kind support.

1. Events

The net profit from special events is approximately \$2,000, representing 1% of funding. These funds are from a garage sale.

2. Foundation Grants

Foundation grants to The Extension total \$3,000 representing 1% of funding.

3. Government

The net profit from federal and state government funding is approximately \$244,461 representing approximately 37% of funding.

4. **Businesses**

The net profit from business donations is approximately \$45,695. Funds received from corporate donations make up approximately 8% of funding.

5. **Religious Groups**

The net profit from religious groups is approximately \$26,194. Funds received from religious groups make up approximately 5% of funding.

6. **Civic Groups**

The net profit from civic groups is approximately \$1,728. Funds received from civic groups make up approximately 1% of funding.

7. **Individuals**

The net profit individuals are approximately \$114,925. Funds received from individuals make up approximately 20% of funding. This includes one annual mail appeal, newsletter appeals, online gifts and unsolicited donations.

8. **In-Kind**

In-Kind support is valued at approximately \$56,184 representing 10% of funding through donated meals.

9. **Earned Income**

In-Kind support is valued at approximately \$8,597 representing 15% of funding.

IV. Strengths & Weaknesses

Strengths

- The Extension has been able to raise funds for almost twenty years without a Development Department. This is due to the committed board and staff of The Extension.
- The Extension has a compelling case for support (new women's center)
- The Extension has a committed volunteer base
- The Extension has a high staff retention rate
- The Extension receives 40% of its funding from government agencies
- The Extension is working on getting licensure from the Dept. of Behavioral Health and Developmental Disability (DEAHD)
- The Extension has purchased Fundraising Software
- The Extension has hired its first Director of Development

Weaknesses

- The current Board of the Extension could benefit from diversification.

- This will broaden the opportunities for funding. We will continue to recruit Board members who have access to or knowledge of resources as well as train Board members about fundraising.
- Due to the economic downturn, The Extension cannot count on many of the funding sources enjoyed early on, and must compete with other equally worthy causes for funding.
We will continue to research and take advantage of new grant opportunities. We will also focus more on our uniqueness (new women's center, impending licensure, largest in North Atlanta).
 - Potential operating fund sources may not be available for a year due to capital campaign commitments.
I will also continue to seek opportunities designated for operating support only as well as cultivate relationships with capital campaign funders for future funding.
 - The Extension receives 40% of its funding from government agencies
This is considered a strength and a weakness because it helps sustain The Extension and allows us to operate our programs annually but it can hurt us if there are budget cuts. We will continue to take advantage of the government dollars that are available but we also seek as many opportunities as possible that are not government related. I will work to research/secure larger grants dollars that can support our programs for longer periods of time (2-3 years).
 - The Extension has a very small percentage of foundation support (1%)
I will research prospects, develop relationships and continuously seek grant opportunities.
 - The Extension (Men's) will now have to compete with the women's center for funding
The Development Director will seek funding that targets support for both men and women.
 - The Extension has a major need to do some cultivating & stewarding but does not have the time or staff to spare while trying to raise funds for operating costs
Funds for operating costs are an immediate need. This tends to be an area where the benefits are not measurable immediately but will make a major difference over time. Attending meetings and cultivation efforts can take up a lot of time that might otherwise be dedicated to sending letters, making phone calls, researching, writing proposals, etc. I will focus my efforts on cultivating donors by inviting them to The Extension, meeting them at events, corporate settings, community meetings, sending newsletters and brochures, holding office visits and small events. The Extension could consider applying to AmeriCorps to get a VISTA and work to strengthen its internship program.
 - The Extension does not have a clearly defined marketing & communication plan
The Development Director will work with the Executive Director and communications committee to focus on our brand (marketing and communication) efforts internally and externally. We will do this by reviewing our brochures, website, newsletters, e-blasts, staff email signatures and event promotions, memo's, internal processes, etc. so that everyone is receiving and communicating the same messages and that there is consistency in what the public receives.

- The Extension does not use a fundraising software keep track of donor contact info
This applies to keeping notes about donors which will be used for background info for major solicitations as well as making sure all info is entered correctly. In a full-time capacity, I will be able to manage this more effectively by dedicating a few hours each week to enter data.
- The Extension does not have a lot of opportunities for new volunteers (groups). This may affect new corporate support that begins with volunteering.
We will be more creative with volunteer opportunities.

V. Recommendations

Special Events

Typically Special events are not large revenue producers for small non-profits. We should evaluate why we have special events. Are they to serve mostly as fundraisers or friendraisers. If special events are to serve as fundraisers, we should allow ample time for planning. If seen as friend raisers, special events can be a great way to create awareness about The Extension and to gain annual fund donors. However, income from special events should not be highly depended on if seen as friend raisers.

My suggestion is that we pick one signature event that can serve as our annual fundraising event and make it an event that everyone looks forward to, talks about and associates with The Extension (Live Performance?) and the other events (low country boil, donor dinners, maybe a golf classic or 5k run) should have a “friend raising” focus so we can gain new individual donors as well as keep our current donors. I also think we should focus on involving residents, when appropriate because donors and prospects will enjoy the interaction and opportunity to see where their dollars are going and the residents will enjoy. A golf classic and 5k race can be great events that provide a fun atmosphere where our donors and prospects can be appreciated. The dollars from these events should not be in the budget as projections. They can be added as actual. I think our signature event should be the only budgeted event. I think we should aim to raise \$25,000 total through events for the first few years until there is some momentum for the signature event.

Events are more successful when ample planning time is allowed. Planning for special events should begin 9-12 months prior to the scheduled event date. This allows for proper cultivation, identification and solicitation of sponsorships, prizes, participants, and volunteers. It also offers more options with venue selections and price negotiation, if needed. As smaller events present themselves to us periodically, we must revisit our current events and consistently determine value versus internal and external resources when considering adding or reducing the number of events we can produce.

The Extension should recruit a volunteer Event Coordinator or get a student intern as well as an Event Planning Committee. This group can fall under the direction of the Development Director.

I will seek to partner with associations, fraternities, civic groups to see if they would designate The Extension of the beneficiary of their fundraising efforts.

Government and Foundation Relations

Currently, The Extension receives almost half of its funding from government grants. This is a great benefit to some degree. However, if government budgets are cut, The Extension will suffer tremendously. The Extension should continue to take advantage of government grants but as other sources of revenue increase.

The newly built women's extension will be an easier "sell" than the men's extension so it will be important for The men's Extension to have clearly defined needs and measurement outcomes. In terms of budgeting, we may have to allocate funds from the women's center to the men's center. Given that The Extension just completed a capital campaign, this has opened doors for The Extension to receive future funding from some of the funders that supported the campaign. The challenge most foundations will not allow re-application for at least a year after receiving funding.

Businesses

The Extension's history with receiving corporate donations has mostly been in the area of in-kind gifts. We should focus on increasing corporate giving by developing and strengthening relationships with corporate executives. This can be done through recruiting Board members who represent corporations, linking with companies that offer volunteer programs and attending staff meetings and other company sponsored functions. This is another process that takes time. Most companies will offer financial support to organizations where their employees volunteer. Businesses also look for opportunities to market themselves when they support non-profit organizations.

If The Extension is going to develop corporate relationships, we must have a better marketing and communication plan as well as volunteer opportunities that are for larger groups. Since The Extension has capacity limits, it can be difficult to host companies who are eager to volunteer. I suggest we focus on developing great relationships with a few companies (3-5) and work to make their experience be valuable so they will help us get funding from their foundations or other budgets. If we try to take on more than we can handle, we could be setting ourselves up for failure with certain corporate relationships. For larger corporate groups, I will work with to promote participation during large events, corporate donations drives (financial) birthday parties, and grounds keeping projects.

Religious/Civic Groups

The Extension has done a great job of managing relationships with churches. We should continue to steward these groups and work to connect with civic groups. We should also use these groups more often to support events by using them for promotions, volunteering, ticket sales, etc. I will attend church/civic events as I learn about them and will seek opportunities for partnerships.

Individuals

Year End, Quarterly Newsletter, unsolicited and other gifts continue to comprise this area of fundraising. Much work remains though, which is primarily dependant upon filtering and expanding our donor base as well as reaching out to the community. This is the greatest opportunity for The Extension to grow and take advantage of unrestricted funds.

We should focus on developing a major giving campaign where we can identify a small number of prospects who give annually or on a regular basis and may have the potential to do more. Major gifts should constitute gifts of \$1,000-\$10,000. Not only do they make a big difference in and of themselves, but they also help us absorb much of the cost of fund raising. Unlike other annual fund programs that have high costs associated for each dollar raised, a major gift giving program can be maintained for pennies on the dollar raised. We will host a public event that community members can attend to learn about The Extension. We will develop a marketing and communication plan. We will develop an e-newsletter. I will ensure we are adding everyone to our mailing and email lists. We could send a survey to everyone on our mailing/email list to find out why our supporters support us and learn what they think about us so we can further develop our programs, communication, etc. We should also offer donors creative ways to give. i.e, donate to The Extension in lieu of birthday gifts, donate to The Extension in memory of someone, etc.

VI. Timeline & Strategies

The overall development goal for this fiscal year is to organize processes, increase community awareness, develop new relationships and strengthen current relationships, increase financial support from all areas and to support the goals of the strategic annual plan. The most important factor in determining how we set about achieving our goals this year is that we must be realistic about what is achievable. We have to carefully segment our donor pools, work on building relationships, appropriately allocate funds and strengthen our infrastructure. We have some systems in place with respect to our infrastructure but we need to further develop them; we have a motivated and talented team of volunteers and staff. Fundraising is a team effort and it only works when certain things are in place (marketing, consistency, board support, donor involvement, adequate resources, and adequate staff time). It is up to all of us to increasingly advertise our activities and vigorously market our vital programs and services.

Timeline

October 2009

- Finalize Plans for 2009-2010
- Begin recruiting for the development committee
- Continue to prospect grant resources and submit proposals
- Continue cultivating and stewarding relationships
- Continue to research other funding opportunities
- Develop relationships with corporate volunteers
- Make presentations at agencies, corporations, civic group meetings
- Develop operating budgets for events and communications

November 2009

- Recruit an event planning committee by November 15
- Begin planning for 2010 signature event
- Continue to prospect grant resources and submit proposals
- Hold first Development Committee Meeting by November 15th
- Hold first Event Planning Committee Meeting by November 30th
- Continue cultivating and stewarding relationships
- Continue to research other funding opportunities
- Develop relationships with corporate volunteers
- Make presentations at agencies, corporations, civic group meetings
- Send holiday newsletter by November 15
- Send annual mail appeal by November 30
- Focus on using Giftworks or another fundraising software to better serve our needs
- Select and evaluate major gift/holiday prospects

December 2009

- Continue to prospect grant resources and submitting proposals
- Continue cultivating and stewarding relationships
- Continue to research other funding opportunities
- Develop/maintain relationships with corporate volunteers
- Make presentations at agencies, corporations, civic group meetings
- Call major gift prospects by December 15
- Continue planning for the signature event

January 2010

- Continue to prospect grant resources and submitting proposals
- Continue cultivating and stewarding relationships
- Continue to research other funding opportunities
- Develop/maintain relationships with corporate volunteers
- Make presentations at agencies, corporations, civic group meetings
- Continue planning for the signature event
- Begin hosting monthly tours
- Send Newsletter by January 15
- Begin planning for spring board/staff retreat

February 2010

- Continue to prospect grant resources and submitting proposals
- Continue cultivating and stewarding relationships
- Continue to research other funding opportunities
- Develop/maintain relationships with corporate volunteers
- Make presentations at agencies, corporations, civic group meetings
- Continue planning for the signature event
- Host monthly tour

March 2010

- Continue to prospect grant resources and submitting proposals
- Continue cultivating and stewarding relationships
- Continue to research other funding opportunities
- Develop/maintain relationships with corporate volunteers
- Make presentations at agencies, corporations, civic group meetings
- Continue planning for the signature event
- Monthly tour day

April 2010

- Continue to prospect grant resources and submitting proposals
- Continue cultivating and stewarding relationships
- Continue to research other funding opportunities
- Develop/maintain relationships with corporate volunteers
- Make presentations at agencies, corporations, civic group meetings
- Continue planning for the signature event
- Host Monthly Tour
- Send Newsletter by April 15
- Send Spring E-Appeal by April 30
- Host annual board/staff retreat by April 30

May 2010

- Continue to prospect grant resources and submitting proposals
- Continue cultivating and stewarding relationships
- Continue to research other funding opportunities
- Develop/maintain relationships with corporate volunteers
- Make presentations at agencies, corporations, civic group meetings
- Continue planning for the signature event
- Monthly tour day

June 2010

- Continue to prospect grant resources and submitting proposals
- Continue cultivating and stewarding relationships
- Continue to research other funding opportunities
- Develop/maintain relationships with corporate volunteers
- Make presentations at agencies, corporations, civic group meetings
- Continue planning for the signature event
- Monthly tour day

Strategies

Annual Fund

Plan:

The plan is to start small and build on a strong base. We will increase our annual fund base over time by informing everyone we come in contact with about The Extension, inviting everyone to events or to volunteer, developing our database to ensure we are reaching and including all prospects. Segmenting works best when seeking large dollars but everyone should be a part of the annual fund, even individual volunteers who are volunteering as a group with companies. We have to be sure to capture and input data into the database. We are also missing a huge opportunity by not having an e-newsletter. We can broaden our base, market our programs and events, as well as save printing costs with an e-newsletter.

Strategy:

Train Board and Staff Members on fundraising at the retreat. Recruit a Development Committee to work with the Development Director in developing a major gift solicitation plan and annual fund plan. Development Director will conduct research and provide a profile sheet as well as set up meetings and execute solicitations from beginning to end as well as track progress. Major Gift donors are donors who have the capacity to make annual gifts between \$1,000-\$5,000. This group will be asked to serve on committees, the advisory and board of trustees as well. They will also be asked to host parties to benefit The Extension. They will be recognized at an appreciation dinner, in the newsletter and other ways. The Development Director will continue to seek opportunities to reach out to and cultivate individuals. We will use events as a tool to introduce individuals to The Extension. We have to capture, email address and contact info and be sure to enter info into the database for future mailings and solicitations. We will develop an e-newsletter.

Timeframe: Year-round.

Major Donor Solicitation

Plan: Establish a Development Committee to prospect, cultivate, evaluate, solicit and steward major donors.

Strategy: Start personal (face to face) solicitation of major gifts from individuals (\$1,000-\$5,000). The Development Director compiles names. The committee rates and screens the list to focus on the most-likely prospects (the others are put on the mailing list). The committee determines who is best to cultivate and then to solicit these prospects. We must utilize board members as much as possible. The prospects are personally invited by the "best" person to attend a picnic, luncheon, birthday party or meeting. The following months, the prospects will be solicited.

Timeframe: Year-round.

Mail Campaign:

Plan: All potential donors who are not major donors will be solicited by mail.

Strategy: We will continue to send one year-end mailing a year and we should add an e-solicitation in the spring. We should solicit all mailing list prospects in November. Each year, send personal notes to new prospects (or call) if possible.

Timeframe: Begin cleaning database in November 2009. Send annual mail appeal late November. Send E-solicitation in April. Develop and research prospects year-round through events, personal contacts, business associations, church involvement, family, neighbors, universities, local businesses.

Events

Plan: We should focus our efforts on a signature fundraising event and seek other opportunities like the 5k race that will bring funds and "friends" to The Extension. We will begin the planning process at least 9 months before the event date. We will recruit a planning committee of 3-5 people to execute the event.

Strategy:

We will have an event planning committee for the Signature Event. We will seek opportunities to be chosen as the beneficiary of other small events that can be managed by the Director of Development.

Timeframe:

Establish Event Committee by November 2009 and begin planning for the signature event. Seek and consider smaller event opportunities year-round.

Local Government

Plan:

We should include a local politician on the list of potential Board Members. This will help us as we strive to connect with important individuals in the community. We will continue to seek government (local and national) funding with a plan to decrease dependency as we increase our annual, corporate and foundation giving.

Strategy:

Use an Advisory Board to lead effort to solicit County Commissioners and City Council. Ask them to attend political events and other opportunities where The Extension may be appropriately mentioned.

Timeframe:

Ongoing. Begin identifying prospects at the beginning of the fiscal year-July 1

Corporations

Plan:

Corporations tend to look for marketing opportunities. We will have a more focused effort to seek volunteer time and funding from corporations. We must reach out to smaller businesses. (Book of Lists)

Strategy:

We will identify companies who have philanthropic missions. We will do this by researching, seeking Board members from the corporate world, attending staff meetings, inviting them to volunteer at events. We will also use our Advisory Board to assist with prospecting and possibly setting up meetings. We also have to further develop and organize our volunteer program to attract and retain corporate support. I will also promote matching gift dollars more aggressively to employees. We can collect business cards, network, make blind calls, invite local businesses to events, etc.

Timeframe:

Year-round. We will begin identifying Cobb and Cherokee County businesses to include in our database. We will invite them to participate in the ornament campaign, seek

opportunities to present to their staff, offer volunteer opportunities and develop relationships that will garner future funding.

Foundations

Plan:

We will increase our support from private and community foundations.

Strategy:

Continue to research and send proposals out to foundations. Continue to develop relationships with foundation representatives by attending conferences, panel discussions, etc. We should also seek to further develop our program needs, services, and structure so we can broaden our base of prospects.

Timeframe:

Year-round

Appendix II

DRAFT



**2009-2010
Communications Plan**

**Prepared by Erica Stephens
Board Vice Chair**

The following public relations plan and timeline is designed to help The Extension fulfill its recently adopted strategic goal: Strengthen The Extension brand (to serve as a model of excellence).

Through the implementation of a structured external communications program, we hope to achieve:

- Increased awareness and support among current and potential corporate and individual donors
- Goodwill and support of the surrounding community

Phase I:

Items are listed in order of suggested priority.

Establish a process for integrated internal and external PR-related communications.
(December 20, 2009)

- Establish a Mail Chimp account to manage external email blasts and build our electronic mailing list.
- Create a timeline for hardcopy and electronic communications, including quarterly newsletters and annual reports.
- Use email blasts to board members to promote events and milestones. Provide tools (HTML emails, PDF flyers, etc.) to board members that they can pass along to their personal contacts. Embed a hyperlink so that recipients can sign up to receive electronic communications from The Extension.

Establish a standard “run of show” for fundraising events such as in-home parties. This should include a PPT presentation or set of talking points that support the showing of the Women’s Center video. This presentation should include:

- Brief history of The Extension
- Why the community needs a women’s center (stats and anecdotes)
- A description of the facility, including location and rendering
- Description of the program goals
- How donations will be used
- Timeline for completion of facility
- Capital campaign goals and fundraising update
- Specifics on how one can support The Extension today

Initiate a local media relations campaign aimed at reinforcing The Extension brand and establishing The Extension as a thought leader in the area of chemical dependency, treatment and recovery.

- Create basic talking points documents for our thought leaders:
 - JJ and Steve Jackson: addiction services
 - Dr. Karl: women’s issues
 - Tyler: operations and funding
 - Tommy: business owner and board member perspective

- Alumni speakers: talking points and trainers
- Maintain a current “pitch playbook” from which we can pitch story ideas to our media list.
- Maintain an ongoing ‘opportunities timeline’ that includes milestones and events such as the reaching of fundraising benchmarks, groundbreaking, ribbon cuttings, open house events, accreditations, grant awards, news items, etc.
- Draft regular ‘Letter to the Editor’ submissions (e.g. commenting on the recent passage of mental health parity legislation)
- Offer media tours
- Develop feature pitches in coordination with editorial calendar opportunities (e.g. Atlanta Business Chronicle’s annual ‘Volunteer Inc.’ section)

Establish a process for releasing news via PR Web and on The Extension web site.

- Begin with quarterly news releases recapping fundraising accomplishments, milestones, resident successes, new hires, new programs, events, corporate sponsorships, etc.

Assess and leverage relationships with major donors, business leaders and partner organizations in support of our public relations and branding efforts. For example:

- Kennesaw State University: The Extension hosts interns from the masters and bachelor’s programs. JJ is on advisory board for Master of Social Work program. We will work with the KSU communications department to showcase the relationship and success of students.
- Congressman Phil Gingrey and Billie Gingrey: As co-chairs for the women’s center capital campaign, we will work with the Gingreys and the congressman’s press office to leverage his commitment to the women’s center. This may include co-branded press releases and event appearances, as well as media interviews.
- Cobb EMC: As a major donor, we will explore ways to integrate The Extension’s messaging into established corporate communications channels such as intranet, employee newsletters, corporate volunteer programs and company events.

Phase II:

Expanded plans TBD

Formalize and brand The Extension’s existing outreach to local K-12 schools.

Formalize and brand The Extension’s existing outreach to Cobb County corporations.

Explore options for upgrading The Extension web site (December 20, 2009)

Appendix III

SWOT Analysis

As part of its ongoing organizational evaluation, the Board of Directors undertakes an assessment of the organization's Strengths, Weaknesses, Opportunities and Threats. This SWOT Analysis ensures that the Board accurately identifies areas of needed improvement and available assets on which to continue a process of advancement.

Strengths

- Proven track record
- History of success
- Commitment of staff
- Community support
- Reputation
- Excellent relationship with courts and county
- Facility
- Board contribution
- Uniqueness of program
- Consistent in mission, vision and purpose

Weaknesses

- Community support – civic groups
- Awareness
- Fundraising/events
- Board diversity
- Financial security
- Lack of strategic direction
- Committee leadership
- Public relations
- No endowments
- Lack of planned giving program

Opportunities

- Community support
- City relationship
- Diversify board
- Lack of strategic direction
- Committee leadership/strength
- Public relations/ communications plan
- Exploit expertise
- Development plan
- Relationship with Rep. Phil Gingrey
- Centers of influence
- Endowment
- Stronger board participation

Threats

- Misperceptions/active antipathy
- Board diversity
- Current economic downturn
- Money
- Community resistance
- Image
- Lack of contingency plan

APPENDIX IV

The Extension Board of Directors Primary title, contact information, and community affiliation

Michael Croke

Chair
Executive Committee Member

(M) 678-468-4503
(O) 678-354-9001
michecro4@aol.com

1290 Whitlock Ridge Dr.
Marietta, GA 30064

Occupation:

Marketing

Representing:

Community-at-Large

Erica Stephens

Vice- Chair
Executive Committee Member

(O) 770-429-1958
(M) 770-845-3663
erica@weaverstephens.com

145 Church St. NE
Marietta, GA 30060

Occupation:

Public Relations

Representing:

Community of Large

Kurt Heim

Secretary
Executive Committee Member

(H) 770-928-4076
(M) 678-887-7390
heim.kurt@gmail.com

4060 Oak Ferry Drive
Kennesaw, GA 30144

Occupation:

Technology Consultant

Representing:

Community-at-Large

Sandy Edwards

Treasurer
Finance Committee

(H) 770-424-1277
(M) 404-597-8168
sandy.edwards770@hotmail.com

725 N. St. Mary's Lane
Marietta, GA 30064

Occupation:

Business & Real Estate
Investors

Representing:

Community-at-Large

Kim Honaker

Executive Member-at-Large
Finance Committee

(H) 770-803-9734
(M) 404-402-9518
kimhonaker@bellsouth.net

3490 Lee St.
Smyrna, GA 30080

Occupation:

Accountant

Representing:

Community-at-Large

Byard Arkward

(H) 770-374-4366
(W) 770-590-0150
byark111@yahoo.com

460 Birney St.
Marietta, GA 30060

Occupation:

Resident Mgr of Transitional
Assistant Facility

Representing:

Community-at-Large

Tommy Barrow

(O) 404-351-1010
(M) 404-376-0045
tommyb@tombarrow.com

669 Gunby Road
Marietta, GA 30067

Occupation:

HVAC Rep/Owner

Representing:

Community-at-Large

Richard Circle

Development Committee

(H) 770-514-9024
rcircle954m@msn.com

3344 Timber Lake Road
Kennesaw, GA 30144

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The Extension Legacy Program Plan

It is said that as annual giving helps nonprofit organizations Go, and capital giving helps them Grow, Legacy giving helps nonprofits Stay. Legacy gifts can “institutionalize” programs and offices, and strengthen the underpinnings of the organization to help insure its future viability.

Although planned gifts support annual giving efforts and capital campaigns, it is the most effective means for funding Legacy programs. Planned giving, broadly understood, is a means of transferring financial support from a donor to a nonprofit that generally requires a third person to consummate the transaction – a lawyer, broker, life insurance agent or accountant, as examples. A planned gift generally requires the donor to sign a legal instrument (such as a Last Will and Testament, a trust, or a contract) to effectuate the gift.

This plan is offered to serve as a planned giving model to support the long term goal of establishing an effective a Legacy program for The extension, specifically to fund a maintenance endowment, a professional development endowment, and to raise seed money for expansion.

I. Types of Planned Gifts to Promote

The Extension should promote most to all of the widely used planned gift arrangements. Different planned gifts, with their different tax advantages and different financial planning consequences, will appeal to different types of prospective planned gift donors. It is important to be able to offer a planned gift arrangement that will be the most appropriate for each prospective donor. The following should be promoted:

- Gifts of Appreciated Property (e.g., stocks, real estate, etc.)
- Bequests
- Gifts of Life Insurance
- Charitable Remainder Trusts
- Charitable Lead trusts
- Charitable Gift Annuities

II. Administrative Guidelines for the Program

A policies, procedures and a forms manual should be created to establish the boundaries within which the Legacy program will operate.

III. Role of Board Members

The following areas are typically the responsibility of board members:

- Vote to establish a Legacy program (perhaps through a charter membership initiative)
- Become a charter member of the Legacy program by leaving The Extension in your will or arranging another form of planned gift for the benefit of The Extension
- Identify, rate, evaluate, cultivate, solicit and steward planned giving donors

IV. Role of Director of Development

The following areas are typically the responsibility of the director of development:

- Execute the Legacy giving program plan
- Follow-up with volunteers, donors, and prospective donors
- Manage the records and generate the reports for the Legacy program

V. Role of Legal Counsel/Planned Giving Consultant

The following areas are typically the responsibility of the planned giving consultant:

- Development of Planned Giving Program Plan
- Assistance with strategies and Ongoing Marketing
- Technical/Tax/Computational Assistance
- Drafting of Publications and Other Materials
- Assistance with Seminars and Workshops
- Development of Cultivation Plans for top Prospects
- Assistance with planned giving Donor Recognition

VI. Identification, Cultivation, and Solicitation of Planned Gifts

The identification, cultivation, and solicitation of planned giving prospects are the key responsibilities of board members, in conjunction with the advice and counsel of the director of development and the planned giving consultant. The process should be carried out in a low-key manner, but in a manner which is bottom line and results-oriented.

The **identification** of planned giving prospects will be carried out in a number of ways. First, it may be said that all board members, staff members, donors, and other friends are prospects for at least bequests to The Extension. Everyone should have a valid, up-to-date will, and anyone interested in the future of The Extension should consider a provision in that will, be it direct or contingent, for the future of the organization.

As far as lifetime planned gifts are concerned, prospects include past major donors, as well as others to be identified. Segmentation of the prospect list is important for the success of the program. For example, older individuals will be most interested in such vehicles as charitable remainder trusts, while younger individuals will be most interested in gifts of life insurance and deferred payment gift annuities.

Identification of prospects should be undertaken through such means as:

- (1) rating sessions, whereby the development committee reviews lists of names and suggests names for possible planned gifts;
- (2) individual suggestions made by members of the board to the director of development;
- (3) reply cards enclosed with the various planned giving publications;
- (4) planned giving seminars and workshops; and
- (5) the marketing of the planned giving recognition society.

Cultivation of the prospects should be carried out through such means as:

- (1) personal visits, breakfast and luncheon meetings, and telephone calls by members of the board, development committee, executive director, director of development, and the planned giving consultant;
- (2) letters and other written information on planned giving from the director of development;
- (3) planned giving publications;
- (4) planned giving seminars and workshops; and
- (5) the planned giving recognition society.

Educating the prospect on the advantages of planned giving, both for the prospect and The Extension, is essential. The ability to create permanent named endowment funds, in areas of particular interest to the donors, should be marketed as part of the cultivation. The cultivation should be regular and systematic, with an eye towards long-term cultivation. Some planned gifts will be made within a few months; most within a few years.

Solicitation of planned gift prospects will mean having the right person or persons – be they board members, the executive director, the director of development, the planned giving consultant, or others – call on the prospect in person and actually ask the prospect for the planned gift.

VII. Publications

Marketing planned giving through publications (e.g., brochures, newsletters, booklets, etc.) helps:

- (1) to identify prospects, through the return of reply cards enclosed with the publications;
- (2) to cultivate, motivate, and educate the prospects on the advantages of planned giving – for both the donor and the school; and
- (3) to follow-up and help close gifts.

VIII. Seminars and Workshops

Seminars and workshops on investment, financial, and estate planning – including planned giving opportunities for The Extension – should be developed and presented for:

- (1) the board;
- (2) estate planning professionals (from law firms, accounting firms, and trust departments); and
- (3) donors, prospective donors, and friends.

Specific topics to be covered at these sessions should be developed by the director of development and planned giving consultant.