

OUR PATH FORWARD

*5 Critical
Initiatives
For Growth*



Adult & Teen Challenge
MidSouth



OUR MISSION

To provide men and women, 18-50, freedom from addiction and other life-controlling issues through Christ-centered solutions.

OUR VISION

Freeing all people from life-controlling issues through the power of Jesus Christ!

Adult & Teen Challenge MidSouth (ATCM) is a Christ-centered ministry that works on a holistic model of drug and alcohol recovery. This means that we are concerned with the body, mind and spirit of the men and women who come to our addiction recovery center. We endeavor to help people become mentally sound, emotionally balanced, socially adjusted, physically well and spiritually alive. Today we are called to sharpen our focus, deepen our impact and clarify our values and practices so that we are prepared to fulfill our mission and make an even greater impact on the men and women who come to us seeking our help.

OUR IMPETUS

In the fall of 2020, the leadership and Board of Adult & Teen Challenge MidSouth sought to take a systematic approach to identifying and defining steps to ensure the ministry is on an upward trajectory consistent with the needs in our community.

2020 was a year in which many addicts could hide in isolation. Experts report that because pain during a pandemic is high, many will self-medicate. This pain may be pre-existing or the result of severe loss such as loss of a job, home, a loved-one or much needed socialization.

While the world was focused on the pandemic, the opioid crisis (involving a class of drugs that include the illicit drug heroin as well as the prescription pain relievers oxycodone, hydrocodone, codeine, morphine, fentanyl and more) continued. As court systems begin to return to normal operation in 2021, they also find a high number of probation violations among men and women charged with drug-related crimes.

With the imminent need for Christ-centered recovery, the leadership and Board of Directors identified the following critical initiatives:

- *Develop key relationships to ensure ATCM is a referral choice*
- *Increase revenue to support programming and growth*
- *Provide counselor education and support to increase skills and job satisfaction*
- *Improve programming to ensure continuity of care*
- *Enlarge, educate and engage Board members*

ATCM's 2021-2023 Strategic Plan outlines the operational steps and investments necessary for ATCM to fully implement an outcomes-focused approach to service delivery and operational execution. At the end of the three-year plan, we will have implemented the Critical Initiatives described here to focus all our programmatic and operational resources on the goal of moving our men and women towards long-term stability and a relationship with God.

CRITICAL INITIATIVE



Develop Key Relationships To Ensure ATCM Is A Referral Choice.

OUR CHALLENGE

Over the years, the number of students coming into the program declined.

OUR GOAL

To reach and maintain 100% capacity

HOW WE'LL MEASURE OUR SUCCESS

Our Men's and Women's program weekly census.

OUR PLAN

In short, we're being more intentional about talking with other nonprofit leaders, Judges and Public Defenders throughout our 12-county region to make sure they know when we have open beds for men and women struggling with addiction. We will never let a bed go empty while there are people in need.



CRITICAL INITIATIVE



Increase Annual Revenue To Fully Support The Ministry.

OUR CHALLENGE

Over the years, many loyal supporters have left the workforce or passed away. At the same time, we have not worked to cultivate new support.

OUR GOAL

63% Increase in Revenue

HOW WE'LL MEASURE OUR SUCCESS

Revenue from individuals, Corporations and Foundations

OUR PLAN

We will be more transparent with existing supporters and partner with them to champion the ministry to the community. At the same time, we will seize every opportunity to tell our story through the media. Finally, we will cultivate relationships with Funders (Foundation Executives and Trustees) who may have a passion for the ministry.



CRITICAL INITIATIVE



Ensure Staff Growth And Job Satisfaction.

OUR CHALLENGE

As gifts to the ministry have declined, so have our staff income and benefits to the point that we no longer offer group health insurance. In addition, we don't offer a means for continuing education.

OUR GOAL

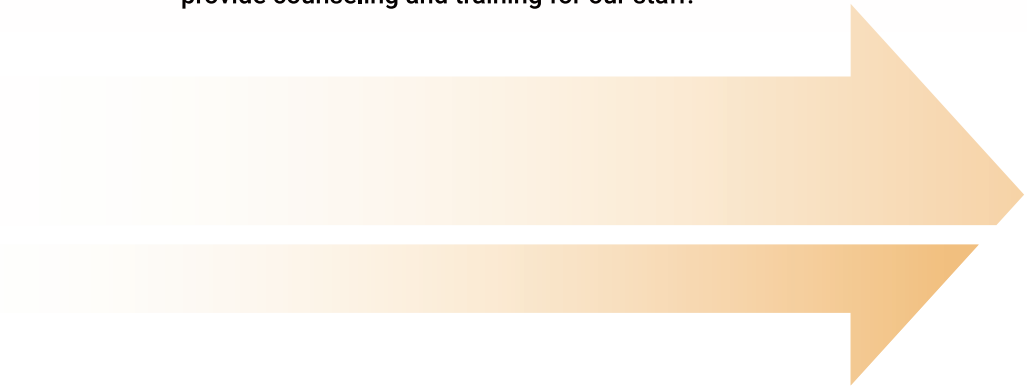
To increase Counselor income, offer health insurance and set in place a cadence of continuing education, especially in the areas of addiction and trauma counseling.

HOW WE'LL MEASURE OUR SUCCESS

Staff satisfaction scores

OUR PLAN

We want to always support the counselors who are working with people in pain. We know that as we work within our community to increase support, our Counselors' income and benefits will be a top priority. Even more, we want to invest in them. This is why we're so pleased to announce the formation of our Program Advisory Council made up of area clinical specialists who love the Lord, love the work of ATCM and want to give their time to provide counseling and training for our staff.



CRITICAL INITIATIVE



Explore Program Improvements To Ensure Continuity Of Care For Our Residents.

OUR CHALLENGE

For too long, we've viewed the detox process as a major hurdle in the admission process. Additionally, we are sensitive to the fact that our lack of case management following graduation has not provided the degree of success that we know is needed. We're taking a hard look at these "holes" and working with area nonprofits who specialize in these areas to provide a seamless structure from the point people agree to come into recovery until they have sufficient life skills and are ready to support themselves.

OUR GOAL

Continuity of care for men and women struggling in addiction and an 80% success rate in our program outcomes

HOW WE'LL MEASURE OUR SUCCESS

Our one- and three-year post-graduation outcomes

OUR PLAN

With the help of our Advisory Council Members, we will set out to create a plan to identify and partner with area nonprofits who can supply detox oversight and transitional case management. At the same time, we will form an ad-hoc committee of our Executive Committee members to determine the best solution for transitional housing – renovation of the Maclellan home or purchase of homes to house graduates entering the transitional program. Finally, we will work with the State and local Funders to support these important programs that will bring more men and women into the program and graduate them more successfully.

CRITICAL INITIATIVE



Enlarge, Educate And Engage The Board Of Directors.

OUR CHALLENGE

This ministry has operated with a loyal but limited board of directors who have sought to find a way to invest in the ministry.

OUR GOAL

A passionate Board of eighteen members, all of whom are contributing through Board Committees, and working with staff and supporters on a Critical Initiative team.

HOW WE'LL MEASURE OUR SUCCESS

Our number of Board members and their involvement in Committees and Critical Initiative teams.


OUR PLAN

Over the next three years, we will grow to a dynamic board of eighteen members. We believe many hands make light work and there is much work to do since all board members will serve on a board committee as well as a Critical Initiative teams.



Our Timeline

CRITICAL INITIATIVE	2021	2022	2023	
1	Increase Student Census	<ul style="list-style-type: none">• Increase to 90% capacity by yearend	<ul style="list-style-type: none">• Increase to 100% capacity by midyear	
2	Increase revenue through gifts, grants and events	<ul style="list-style-type: none">• Increase revenue to \$1.5M	<ul style="list-style-type: none">• Increase revenue to \$1.75M	<ul style="list-style-type: none">• Increase revenue to \$2M
3	Ensure Staff Growth And Job Satisfaction	<ul style="list-style-type: none">• Utilize strategic partnerships to provide continuing education in trauma and addiction	<ul style="list-style-type: none">• Increase salaries by 10%• Provide towards the cost of individual health insurance	<ul style="list-style-type: none">• Provide group health insurance
4	Create ATCM Program Continuity	<ul style="list-style-type: none">• Develop strategic partnerships for detoxing	<ul style="list-style-type: none">• Develop strategic partnerships of a Transitional Program for graduates	<ul style="list-style-type: none">• Evaluate partnerships and graduate outcomes against goals
5	Enlarge, Educate And Engage Board Of Directors	<ul style="list-style-type: none">• Enlarge Board to 12 members• Hold Board retreat for member education• Enlist every Board member on a Committee• Engage every Board member on a Critical Initiative team	<ul style="list-style-type: none">• Enlarge Board to 15 members who are educated and engaged	<ul style="list-style-type: none">• Enlarge Board to 18 who are educated and engaged





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