

## 2004/2005 Strategic Plan

### Background

#### Purpose

Founded in 1969, the Council on Drug abuse (CODA) is a charitable, non-profit organization that develops and presents educational programs to prevent and reduce abuse of drugs, alcohol and other substances. Professional educators present programs to students, teachers, and parents in elementary and secondary schools, colleges, universities, libraries, community centres, hospitals and other institutions.

#### Mission Statement

Three elements are included in the statement – Benefit, Audience and Major Strategy. The support for each is:

- Benefit - Reduction and Prevention of substance abuse
- Audience - Focus on Children and Youth (ages 4 to 21)
- Major Strategy - Programs delivered by professional educators and Parents, teachers etc. who can carry the message to the defined target audience of children and youth

The Mission Statement is:

*'The Council on Drug Abuse (CODA) prevents and reduces substance abuse through education focused on children and youth.'*

#### CODA Positioning

CODA will set itself apart from similar competitive programs by maintaining focus against our target audience, and subject matter, thus building our unique proposition without ambiguity. To maximize effectiveness we must:

- a. Talk to our target audience in language they can understand by referring to 'substance abuse' not 'drug abuse'.
- b. CODA name will be changed or qualified to make it more relevant.
- c. Address our mission with passion
- d. Recognize that our credibility depends on the results we achieve.

#### Vision Statement

To be the leader in providing comprehensive, professionally delivered programs that help reduce substance abuse by meeting the needs of our defined target audience.

#### Strategic Direction

The strategic approach for 2004/05 has two components. The first – which is entitled 'Working from a sound foundation', addresses the delivery of our educational programs to as many people as possible with the funding we currently have available. The second called 'Looking to the future', identifies longer term strategies that need to be addressed if we are to maintain our success.

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### TOPLINE FINANCIALS

Fundraising goal is \$383,920 based on operating at a targeted ratio of 67% programs to 33% total CODA operating costs. Pure administrative costs are estimated at 13.2%. Donor commitments to date total \$260,000 or 52% of this goal.

	<u>2003/04</u>	<u>Committed to Date</u>	<u>Goal</u>
Total Donations	\$ 385,360	\$ 260,000*	\$ 383,920
Total CODA Operating Costs	\$ 235,192	\$ 120,000	\$ 126,432
	<u>59.4%</u>	<u>46.1%</u>	<u>32.9%</u>
Consultant program fees	\$ 151,368	\$ 214,000	\$ 257,488
Program administrative costs	\$ 84,124	\$ 72,000	\$ 75,860
Pure administrative costs	\$ 144,714	\$ 48,000	\$ 50,572
	37.6%	18.5%	13.2%

\* Excludes deferred revenue of \$ 65,595

\*\* Consultant fees based on actual commitments received to date for 2004/05.

### Considerations in putting together the financial plan for 2004/05

- Total costs have been reduced by \$108,838 for 2004/05, and pure administrative expenses reduced to a range between 18.5% and 13.2% depending on the donation level. ( Exhibit 1 details the complete P&L)
- Continue to minimize operational expenses.
- Maintain cash flow at six months of operating expenses or approximately \$60,000.

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### STAGE 1 – ‘WORKING FROM A SOUND FOUNDATION’

#### PROGRAMS

In the past the number of people reached has been dependant on the amount of money raised.

The future intent is for the Board of Directors to establish the number of people CODA plans to reach, and raise the dollar amount required for the requisite programs at least six months in advance of commitments.

This process of establishing the financial commitment needed to achieve objectives well in advance, will allow for better planning of the programs to be delivered.

In 2004/05 the plan is to reach 20,450 people in 370 sessions. (There are over 600,000 students in Ontario between the ages of 12 and 18.) This compares with prior years as follows:

	<u>Sessions</u>	<u>Numbers</u>
1995-1996	407	22,255
1996-1997-	401	23,773
1997-1998	536	28,933
1998-1999	654	24,886
1999-2000	604	29,765
2000-2001	549	19,312
2001-2002	N/A	N/A
2002-2003	338	20,543
2003-2004	436	25,769
2004-2005	370	20,450

The summary of programs being offered in 2004/05 based on current commitments to date is as follows: (Exhibit 2 details a summary of each program, and the resume of CODA’s professional educators)

Dick O’Brien

- 30 sessions of *The Resilient Journey* to 2500 adults

Ron Clavier

- 20 sessions of *Drugs & the Brain* to 700 high school students

Heather Hodgson

- 185 sessions of *What If?* To 10,000 children

Don Smyth

- 30 sessions of *Interactive Drug Education* to 1950 students
- 45 sessions of the *Masonic Foundation program* to 3,000 students, 100 teachers/drug workers and 100 on-reserve peers
- 60 sessions of *Drugs, Decisions & Directions* to 2100 students
- Complete the Year 2 objectives of *SciP* (School Community Intervention Program)

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Benefactors who currently sponsor specific programs are as follows:

- Ministry of Health  
What If?; Resilient Journey; Drugs and the Brain; Drugs, Decisions and Directions;  
Interactive Drug Education
- Masonic Foundation of Ontario  
Drugs, Decisions and Directions; Interactive Drug Education
- Pfizer Canada  
Drugs, Decisions and Directions
- Dr Scholl  
What If?
- Pepsi  
Drugs and the brain
- National Crime Prevention  
SciP program
- Bank of Montreal  
TBD - What If?

Other programs that have been offered in the past include:

- Fetal Alcohol Syndrome
- Meeting the Challenges of Stress

Current financial allocation to each program based on sponsor commitments.

	<u>2003/04 Actual</u>	<u>2004/05 Current*</u>
Ron Clavier	48,828	9,500
Heather Hodgson	17,453	70,000
Dick O'Brien	28,000	17,000
Don Smyth	26,643	87,500
Don Smyth – R & D	14,717	NIL
Norman Panzica	15,727	NIL
Undesignated	NIL	73,000
<b>TOTAL</b>	<b>\$ 151,368</b>	<b>\$ 257,000</b>

\* Based on funding commitments to date

Allocation of funds by program.

CODA Board will determine the ideal allocation of funds against each program based on its flexibility, customization and relevance; competitive advantage; consistency of message; ease of measuring results; target audience balance; attractiveness of programs to donors, and leveragability with sponsors. (Exhibit 3 takes a first cut at ranking the programs)

To help us allocate our programs effectively we need a system to gather current information on drug trends and issues. Government studies, police information, and consultant educator observations can form a reliable base. Consideration can also be given to supporting some form of periodical CODA tracking study. This information is vital if CODA is to confirm and maintain its status as an expert.

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### Considerations in putting together the program plan for 2004/05.

- If we exceed our fund raising goal for 2004/05 we will increase the workload of our consultants.
- Both Ron Clavier and Don Smyth have indicated that the amount of additional time they can commit to CODA has limits. Heather Hodgson is prepared to work for CODA on a full time basis, and Dick O'Brien has offered his services to deliver a 'Wellness' program if approved by the Board of Directors. This suggests that with a successful fund raising effort CODA will need at least one additional consultant educator to deliver either a new program or one of the existing ones..
- Appoint one of our current consultants as senior educator to help recruit new educators; author newsletter articles; and help evaluate new programs and drug/substance abuse issue related research. Ron Clavier has offered his services for this role.
- Approach other Addiction Research organizations to help identify potential consultants to deliver a program, and help enhance the reputation of CODA as a leading educator on substance abuse.
- Given the increasingly ethnic diversity of the Ontario population, consider a new consultant with an ethnic background.
- Programs for 2004/05 will be concentrated in Ontario to maximize our effectiveness.
- An evaluation system to determine feedback on program reception, numbers of people reached, and an appropriate method of data collection will be confirmed. This initiative will also be used to gain testimonials
- Obtain a list of competitive programs being offered, and their subject matter – RCMP program etc
- Evidence based results to demonstrate the success of our programs

### Challenges

- Funds that are directed by donors for specific programs
- Ensuring that the right programs get to the right audience
- Gaining third party endorsement support in selling programs
- Ensure programs that produce the best results are weighed more heavily in the plan
- Know and implement the most effective education techniques
- Gaining parental involvement
- Expansion of consultants.
- CODA Board members need to be familiar with current issues and trends

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### FUND RAISING

Current status of 2004/05 fund raising effort:

<u>Received Donations</u>	<u>Restricted</u>	<u>Unrestricted</u>	<u>Total</u>
Ministry of Health	-	111,420	111,420
Bank of Montreal	37,500	-	37,500
Masonic Foundation	35,000	-	35,000
Pfizer	35,000	-	35,000
<u>Committed Donations</u>	-	40,000	40,000
<b>TOTAL</b>			<b><u>\$258,920</u></b>
<u>Planned Activity</u>			
Special Event			100,000
Remainder of LW fundraising objective from new and existing donors			132,500
<b>TOTAL POTENTIAL DONATIONS FOR 2004/05</b>			<b><u>\$491,420</u></b>

Considerations in putting together the fund raising plan for 2004/05 and 2005/06

- Planned program activity for 2004/05 is built on receiving donations totaling the \$383,920 goal. This has CODA operating on a total cost to donations ratio of 32.9% and an administrative expense after allocating program costs of 13.2%.
- The goal for 2005/06 is \$500,000 which includes the planned tribute dinner.
- Program for existing donor retention including gifts from foundations, corporations and individual solicitations is ongoing. (Exhibit 4 gives the status of all current donors)
- Fund raising pitch will be updated and presentation customized to the needs of the potential donor.

31 applications have been submitted to Foundations. Basic steps are as follows:-

1. Inquiry letter – three pages maximum detailing CODA history and purpose; what the donation will be used for; and how much is requested. The Foundations have told us the information they require in this enquiry letter.
2. Foundation Review – takes from two weeks to six months. Foundation Boards review inquiry letters and decide whether or not to request a full proposal. The status of this stage is communicated to CODA via a letter from the foundation. Foundations do not accept telephone or face-to-face follow-ups.
3. If a proposal is requested, the Foundation will dictate the information required. Writing a strong proposal takes anywhere from 30-55 hours. Once completed, the proposal is delivered to the foundation who will provide a timeline to approval. The average length of time for an answer is 6-8 weeks with a probability of success of about 65%.
4. Status of CODA submissions:
  - Submission Date June 10<sup>th</sup> 2004
  - Number rejected 3
  - Number acknowledged 19
  - Number – no response 9
  - Range of amounts requested \$1,000 - \$100,000

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### Additional fund raising initiatives.

- 3<sup>rd</sup> party projects (Golf Tournament etc)
- Memberships
- Annual campaign
- Special events
- Bingo
- Offering wellness programs
- Media insert in publications on substance abuse facts and issues
- Additional government funding – Justice Canada; First Nations
- Foundations, interested corporations, appeals to donors, targeted direct marketing
- Co-marketing/partnership collaborations
- Selling programs to end users

### Linking fund raising and marketing promotion

It was also recognized that fund raising and marketing promotion should be linked together as one initiative.

Examples of possible projects include

1. Using testimonials from young people, patrons etc
2. Incorporation of information on drug related deaths if obtainable
3. Information based on substance abuse research and statistics
4. Use of a CODA spokesperson (Wayne Gretsky, Alex Bowman)

### Key conclusions

1. Substance abuse issues currently have a low profile
2. Change our name/logo/tagline to better communicate our intent
3. The burden of fundraising is on the Executive Director. Responsibility must be shared with the Board, and their connections, if CODA is to be successful
4. Board composition needs to reflect fundraising strategy
5. Must reach above the noise level; exhibit passion
6. Use research to determine fundraising initiatives that produce the best response
7. Develop a specific fund raising plan to meet program delivery goal that is agreed upon twelve months in advance of requirement

### COMMUNICATION INITIATIVES

A conscientious effort has been made to improve communication links with all stakeholders to ensure we are working as a team. They include:

- Internal:
1. Executive Committee Meeting Minutes to entire Board
  2. Committee meeting agendas to entire Board.
  3. Weekly working sessions between senior staff and Chair.
  4. Electronic program notices.
  5. On-line program calendar.
- External:
1. Press releases to local media in advance of program delivery
  2. Targeted newsletter distribution.
  3. Strategic donor communication to ensue continuing involvement.
  4. Maintain and improve working relationship with other similar organizations.

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### ROLES AND RESPONSIBILITIES

The Board of Directors has approved the concept of restructuring CODA to ensure effectiveness and the meeting of objectives in the future.

#### Current structure and intent

The current structure of CODA places too much responsibility in the hands of the Executive Committee. In effect the Executive Committee fills many of the responsibilities that should be handled by the Board. This diminishes Board involvement, and leaves their role and responsibilities ambiguous

Simplistically under a policy governing board model, which is the preferred option, the Board makes the policy decisions and the Executive Director is responsible for day-to-day execution. Under this model the Executive Director is answerable to the Board through the Chairman

CODA is too small to afford the staff necessary to handle all administrative decisions so some of the responsibility – particularly fundraising, will rest with the Board. In effect CODA will operate under a HYBRID model.

The approved structure will consist of:

- An advisory Council
- A Board of Directors
- An Executive committee
- A youth Council

#### Advisory council profile

- 1) High profile within the community
- 2) Experienced, have ideas, and able to provide advice
- 3) Fund raising ability
- 4) Consist of a Chair of the Advisory Council
- 5) Include significant donors; past member of the Board; past educators; representation from the Ministry of Health; Board of Education; Center for Addiction and Mental Health; Mayor's Office; the Police; and a cross section of Corporations
- 6) Must reflect diversity of our community
- 7) Maximum of 40 members.

#### Advisory Council Responsibilities

- 1) Meet once per year to comment on an annual review of CODA activity
- 2) Provide advice
- 3) Do not have a vote
- 4) Minium time commitment: 1 day for the annual review and six hours for other CODA business

#### Board of Director's Profile.

- 1) Consists of twelve members
- 2) Include the Senior Educator; Board of Education Representative, and two Youth Council Representatives as non-voting advisors to the Board.
- 3) Good diversification – business people, police, educators, government, minorities
- 4) Have drug addition/substance abuse/health expertise and/or general knowledge

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- 5) Connections/Influence/fund raising ability
- 6) Willingness to become actively involved

### Board of Director's Responsibilities

Board responsibilities are focused in three main areas – Strategic leadership; monitoring, and accountability and systems; policies and procedures.

- Leadership Approving Strategic direction; Fundraising
- Monitoring & accountability Addresses 'are the programs working?'
- Systems, policies and procedures Approve hiring recommendations for senior positions, capital expenditures, and nominations

Specific responsibilities include:

- 1) Attend bi-monthly meetings
- 2) Each Board member active on one committee
- 3) Committees are:
  - Executive.
  - Programs
  - Fund raising/marketing
  - Governance/nominations
  - Finance
- 4) If two Board meetings missed per year, without just cause, the individual is asked to resign.
- 5) Minimum time commitment: preparation for and attendance at bi-monthly board meetings; committee meetings; annual workshop and programs/special events. Further time will be required to help execute various initiatives.

### Executive Committee profile

1. Consists of the five officers of the Board of Directors who also serve as the committee chairs.
2. In addition, one of the educators will act as an ex-officio advisor

### Executive Committee Responsibilities

1. Provides administrative advice/acts as a sounding board to the Executive Director
2. HR sub-committee responsible for Executive Director evaluations, salary and benefit decisions, resolving ED issues with individual Board members and assist in recruiting for major positions.
3. Handling emergencies
4. Dealing with duties/projects assigned by the Board
5. Meets as required
6. Time commitment the same as a Board Member – 60 hours per year.

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### Youth Council profile.

1. Consisting of a maximum of ten children initially aged 12 to 21
2. Strive for representation from middle schools, high schools and College/University
3. Ensure diverse mix i.e. socio-economic, ethnic, geographic
4. Two youths will serve as ex-officio members of the Board of Directors
5. Council will be overseen by the senior educator

### Youth Council responsibilities

1. Involved in substance abuse education; leadership/resiliency building; awareness of youth issues; fundraising within schools
2. Determine what programs are needed
3. Determine if programs are working
4. Spearhead volunteer projects
5. Act as a gateway to Parents
6. Time commitment 14 hours per year

### Volunteer Committee

A volunteer program will be initiated to encourage maximum participation in all facets of our CODA programs and operations. A maximum number of volunteer committee members will be encouraged to participate in specific projects. To work effectively, the program will include regular activity updates and a recognition component. The volunteer committee will be chaired by the Executive Director.

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### STAGE 2 – ‘LOOKING TO THE FUTURE’

#### Longer term strategic initiatives:

- a) CODA awareness as a leader in substance abuse education
  - (1) Define a unique 'brand identity' and marketing strategy to better communicate what we do to a skeptical and media saturated public. (Exhibit 4; Globe and Mail article – 'Just doing good deeds no longer does it')
  
- b) CODA relationship with other like-minded organizations
  - (1) CODA will consider looking into the possibility of partnerships mergers or acquisitions with other like-minded organizations

#### Summary of key strategic initiatives approved by the Board.

- Approved setting-up a committee to investigate changing or qualifying CODA name to make it more relevant.
- Approved the mission statement
- Approved maintaining Ontario regional focus
- Approved raising funds for following year objectives in advance
- Approved annual goal for programs to be delivered – 2004/05 \$384,000; 2005/06 \$500,000
- Approved expanding child and youth message through a broader target audience
- Approved promoting unique CODA identity as a leader in substance abuse education
- Reviewed the ranking program portfolio against list of criteria for acceptability
- Approved providing a mechanism to track research and statistics on substance abuse
- Approved the development of a fundraising plan.
- Approved the concept of sharing fund raising responsibility between Board and Executive Director
- Approved use marketing and communication initiatives to enhance fundraising efforts
- Approved development of a predictable monthly cash flow
- Approved the establishment of an advisory Council and restructuring of the Board
- Approved in concept the roles and responsibilities of Advisory Board; Board of Directors, Executive Committee and Staff
- Approved addressing the governance issues and required bylaw changes to effect the restructuring
- Approved mechanism and measurement criteria to verify that programs deliver results.