

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 impacting 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. CODA deals exclusively with prevention, and is not involved with treatment, rehabilitation, research, harm reduction or enforcement.

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 - Change our name/logo/tagline to better communicate our intent. A task force is addressing this issue and will make recommendations by the January 25th Board meeting. What is required is a total brand exercise – not just a logo - which suggests qualitative input from youth, parents, teachers, and others to ensure meaning and relevance to the audience we strive to reach. Research to confirm the direction recommended will be conducted.
- 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 and 2005 had two components. The first – was entitled ‘Working from a sound foundation’, and addressed the delivery of our educational programs to as many people as possible with the funding available. The second called ‘Looking to the future’, identified longer term strategies to ensure future success.

In 2006 we will be concentrating on a longer term approach that has proven viable through the development of our crystal meth program which is currently being implemented on a national basis. This strategy focuses our funding effort against specific programs for which there is a recognized need, and cross sells our current programs at the same time. Marketing and Public Relations efforts are focused on these same specific programs

TOPLINE FINANCIALS

The fundraising goal for 2006 is \$ 750,000. The ultimate expense ratio of programs vs. administration is 80% to 20% respectively. A comparison of year-end financial results follow:

	<u>2003/04</u> <u>(Actual)</u>	<u>2004/05</u> <u>(Actual)</u>	<u>2005/06</u> <u>(Projected)</u>	<u>2006/07</u> <u>(Projected)</u>
Total Donations	\$ 385,360	\$ 247,170	\$ 500,000	\$ 750,000
Total Expenses	\$ 450,112	\$ 249,110	\$ 500,000	\$ 750,000
Total Program Costs	\$ 324,713	\$ 178,527	\$ 400,000	\$ 600,000
Total Administration Costs	\$ 125,399	\$ 70,583	\$ 100,000	\$ 150,000
Program Expense Ratio	72.14%	71.67%	80.0%	80.0%
Administration Expense Ratio	27.86%	28.33%	20.0%	20.0%

Considerations in putting together the financial plan for 2006

- Exhibit 1 details the complete P&L
- Continue to minimize operational expenses.
- Maintain cash flow at six months of operating expenses or approximately \$90,000.

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 based on specific programs, and their exposure nationally. We will then Endeavour to raise the dollar amount required to deliver against the objective set. As in the past, this objective will try to expand the child and youth message through an audience that includes parents and teachers.

To the extent that we are successful in reaching the financial commitment needed to achieve objectives well in advance, better planning of the programs to be delivered can be achieved.

In 2006 the plan is to directly reach 79,000 youth in 1,105 sessions. This compares with prior years as follows:

	<u>Sessions</u>	<u>Numbers</u>
2002	329	16,246
2003	447	19,124
2004	246	13,990
2005*	341	14,385
2006	1,105	79,000

**Session statistics for 2005 represent first 8 months of the year*

The summary of programs being offered in 2006 based on current commitments to date is as follows:

- Between Life & Death: The Crystal Meth Explosion
 - 525 Sessions/55,000 Contacts
- What If?
 - 420 Sessions/15,000 Contacts
- The Resilient Journey
 - 55 Sessions/3,500 Contacts
- Drugs & the Brain/Underage Drinking
 - 55 Sessions/3,500 Contacts
- Drugs, Decisions & Directions
 - 50 Sessions/2,000 Contacts

Other programs that have been offered in the past include:

- Fetal Alcohol Syndrome
- Meeting the Challenges of Stress

Program Relevancy

Program Relevancy will be determined using the Program Matrix which measures each program based on its flexibility, customization; competitive advantage; consistency of message; ease of measuring results; target audience balance; attractiveness of programs to donors, and leveragability with sponsors. (Exhibit 2 is a sample copy of the Program Matrix)

To help guide program development, 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. To expedite this, the position of "Senior Educator" was established. (Exhibit 3 is the position job description)

Considerations in putting together the program plan for 2006 .

- To execute our programs we need the services of a culturally diverse pool of qualified educators
 - An effective Train-the-Trainer program must be established and delivered
 - Establish the position of 'Senior Educator' (See 'Program Relevancy' above)
 - Approach other Addiction Research organizations to help identify potential educators
- The creation of a "Youth Council" is recognized and a task group headed by Arthur Di Leo has been formed to develop a plan.
- It has not been determined yet whether CODA should expand nationally or whether it is just the Crystal Meth Program that is National.
- An independent and unbiased program evaluation system must be established. The Program Evaluation Task Group will oversee this project using existing best practices and/or the services of an evaluation specialist.

Challenges

- Finding the 'right' educators
- 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
- CODA Board members need to be familiar with current issues and trends

FUNDRAISING

Mo Davis and Associates has been hired to provide strategic counsel and planning assistance to the Executive Director in developing fund raising opportunities. Specific objectives have been identified:

- Execute effective grant application from Ontario Trillium Foundation (OTF) for a 'Train-the-Trainer' program - \$375,000
- Secure remainder of Crystal Meth program funding - \$400,000
- Renew/up sell existing supporters - \$150,000
- Secure new supporters - \$100,000
 - Corporate
 - Individual
- Renew existing provincial government support - \$112,000
- Research and execute grant applications through other government vehicles

Key conclusions

1. Substance abuse issues currently have a low profile with the exception of crystal meth abuse
2. Currently the burden of fundraising is on the Executive Director and the consultant. A strategic initiative to increase the fundraising responsibility of board members will be undertaken.

3. Develop a specific fundraising plan to meet program delivery goals that is agreed upon six-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 selected local media in advance of program delivery to increase CODA's profile
2. Targeted newsletter distribution
3. Strategic donor communication ensuring continued involvement
4. Establishment of an interactive website with downloadable program modules
5. Maintain and improve working relationship with other similar organizations

ROLES AND RESPONSIBILITIES

An extensive document entitled 'Working from a Sound Foundation' was delivered by the Executive Director and approved by the Board of Directors in 2005, (Exhibit 4) and is attached. This document details structure, roles and responsibilities for staff and volunteers.