

## MADD 2009-2012 Strategic Plan

MADD's Strategic Plan targets 5 areas:

1. Reducing Drunk Driving
2. Serving Victims/Survivors
3. Reducing Underage Drinking
4. Generating Revenue
5. Building Capacity

### Reducing Drunk Driving

GOAL:

MADD will reduce the percentage of traffic fatalities that involve drunk drivers (.08+) by at least 15 percent through the Campaign to Eliminate Drunk Driving.

OBJECTIVES:

- ◆ Support high-visibility, highly publicized enforcement
  - Encourage law enforcement to conduct increased DUI enforcement and publicize increased enforcement efforts
  - Implementation of and support for sobriety checkpoints
  - Support the budgets for personnel and equipment
- ◆ Require ignition interlock devices for all drunk drivers
  - Introduce and pass mandatory laws requiring interlocks for all convicted drunk drivers in every state
  - Close loopholes in existing legislation
  - Educate key audiences on interlock technology and its effectiveness
- ◆ Support voluntary development of advanced technology which will prohibit a drunk driver from starting his/her vehicle
  - Educate the public on advanced technology - specifically what it is and is not
  - Participate in the cooperative research agreement on advanced technology
- ◆ Mobilization of MADD's grassroots to generate public support for the Campaign
  - Incorporate Campaign messaging into all MADD initiatives
  - Train staff and volunteers on how to support the Campaign
  - Create and execute a plan to support the campaign on the national, state, local, and individual levels
  - Enlist the public and ask them to support the Campaign

- ◆ Work with the criminal justice and judicial systems to increase the use of alcohol ignition interlocks for convicted drunk drivers and, where practical, address other drunk driving issues.
  - Educate judges, prosecutors, and law enforcement on effectiveness and benefits of interlocks and their importance in stopping repeat drunk driving offenses
  - Devise a plan to analyze barriers to state interlock implementation and how to increase interlock compliance
  - Where practical, institute court monitoring for judicial accountability

### **Serving Victims/Survivors**

#### **GOAL:**

MADD will serve at least 15% more new victims each year.

#### **OBJECTIVES:**

- ◆ Increase public knowledge of MADD's victim services that are offered at no charge to the victim
  - Promote MVS television and radio PSAs on YouTube and other cost effective venues
  - Effectively network with national billboard companies to promote MVS in strategic high impact locations
  - Work with the field to identify local billboard companies to donate billboard space for MVS campaign We Help Survivors Survive billboards
  
- ◆ Increase service delivery to underserved populations (e.g., injured persons, minorities, men, children, senior citizens, rural residents)
  - Assemble and convene a Field Advocate Committee to develop effective strategies to increase services to underserved victim populations
  - Network and collaborate with AARP, retired citizen centers, children advocacy agencies, and medical communities to increase reach to senior citizens (bereaved and injured parents, grandparents, spouses, etc), injured victims, and children
  - Develop an outreach strategy to faith communities for field implementation to increase reach to minorities particularly African American and Hispanic underserved victim groups
  - Research and develop a culturally sensitive Native American outreach program with a focus on serving more victims
  
- ◆ Recruit, train, effectively deploy, recognize and retain more advocates (volunteer and staff, particularly bilingual)
  - Assemble and convene a Field Advocate Committee to develop strategies to effectively deploy and increase utilization of volunteer victim advocates
  - Implement Recognition Programs of all victim advocates
  - Develop a comprehensive Mentoring Program for victim advocates
  
- ◆ Increase the competency and proficiency of advocates
  - Promote the utilization of MVS online continuing education courses

- Facilitate monthly MVS teleconference calls
- Facilitate monthly case debriefing calls with field advocates
- Develop an internet blog through maddinsider.org to share victim services best practices and problem solving
- ◆ Increase referrals from key community partners who serve victims
  - Network and collaborate with law enforcement organizations to educate and publicize MVS in their publications
  - Network and collaborate with the funeral home associations to educate and publicize MVS in their publications
  - Develop and distribute additional MVS to key community partners
  - Increase the facilitation of Death Notification Trainings to law enforcement and other first responders

### **Reducing Underage Drinking**

#### **GOAL:**

To reduce the percentage of people under 21 who drink by 5%.

#### **OBJECTIVES:**

- Defend and promote increase public support for 21 as the legal drinking age
  - Defend the minimum 21 drinking law to the public and key audiences i.e. media, parents, legislators, and educators.
    - Close loopholes of 21 minimum drinking age laws
    - Establish and impose meaningful consequences for youth and adults who break the drinking age laws.
  - Train MADD constituents on how to use MADD's minimum drinking age messaging effectively through the utilization of MADD's media tool kit.
  - Ask the public(s) to voice their support of the 21 minimum drinking age law to key audiences.
  - Engage members of the Support 21 Coalition to provide a unified front to the public and leverage their resources, standing and expertise on this issue.
- Implement an underage drinking/parent's initiative
  - Mobilize parents to solidify support for the minimum 21 drinking law and to support the enforcement of zero tolerance laws regarding underage drinking and publicize these efforts.
  - Host a "National Underage Drinking Symposium" to form a national partnership to assist in mobilizing parents to fight underage drinking.

- Create a “Train the Trainer” model to educate MADD entities on a parents program.
- Focus on school programs that are designed to be part of a comprehensive prevention plan that is research based to reduce underage drinking.
- Establish the MADD web site as a clearinghouse of knowledge for preventing underage drinking.
- Research a funding structure for the development of a national media campaign on underage drinking.
- Reduce youth social and retail access to alcohol
  - To provide MADD constituents information on the benefits of enacting social host ordinances in their communities.
  - Work with communities and states to conduct ongoing comprehensive compliance checks.
  - Train MADD constituents in implementing environmental-based programs to reduce underage drinking.
  - Implement youth programs that support local law enforcement through shoulder tap surveys, roll call briefings, and law enforcement recognitions to enforce underage drinking laws.
  - Provide MADD entities and community partners with effective strategies to prevent underage drinking and high risk drinking for those over 21 on college campuses.
  - Encourage MADD entities to partner with community coalitions to change the environmental landscape to reduce social and retail access of alcohol for those under the age of 21.

### **Generating Revenue**

#### **GOAL:**

MADD will create a culture of philanthropy through individual giving and donor stewardship and increase revenues by at least 15% by 2012 using increasingly cost effective and efficient methods.

#### **OBJECTIVES:**

- ◆ Improve/Increase Direct Marketing efforts
  - Continue to focus direct mail messaging on Campaign
  - Continue to acquire more direct mail donors than we lose each year

- The national field fundraising team will educate development officers and executive directors on how to implement a culture of philanthropy in their MADD entity
- ◆ Improve/Increase Major Gifts/Family Foundations (Individuals & Families) by at least 45% each year.
  - Develop personal relationships between MADD donors and foundations through a systematic process to ensure donor cultivation and stewardship.
  - Provide clear communication between MADD, the potential funding organization, and potential prospects (i.e. The Road Ahead)
  - Increase communication between national departments and field to involve all to generate revenue
  - Use direct mail as a more effective tool for potential major donors

~~◆ Increase Employer Match by 3% annually.~~

- ◆ Expand MADD's Corporate Support by 15% each year.
  - Gain a 15% increase per year in corporate marketing revenue.
  - Identify and sell potential sponsors who connect to Walk Like MADD and the Parent Campaign
  - Identify and sell sponsors who market to the law enforcement industry to connect with our law enforcement initiatives.
  - Identify and sell national sponsors who connect with the Hispanic, African American and Native American communities who are interested in public health issues.
  - Create, implement and promote a revenue sharing program with the field for those affiliates who bring sponsors to MADD national.
  - Evaluate levels of giving and sponsor benefits.
- ◆ Increase Internet Giving to \$750,000 by FY 2012
  - Increase online constituent list
  - Coordinate appeals with MADD events and/or offline fundraising asks. Some significant opportunities include: Improving giving infrastructure
  - Involve corporate partners in promoting our Web Site and giving opportunities through their home page and communications to their employees, customers and vendors.

~~◆ Improve/Increase Planned Giving by 5% each year.~~

- ~~○ Create Planned Giving awareness throughout MADD's organization~~
- ~~○ Identify, cultivate and solicit planned giving prospects~~
- ~~○ Provide stewardship for MADD HERO Society members~~
- ~~○ Establish and maintain strong relationships with Estate Planners~~
- ~~○ Work with key estate planning volunteers to expand MADD's presence in the Estate Planning professionals communities~~

- ◆ Make MADD Field Operations financially self-sufficient
  - Grow Walk Like MADD by 100% by 2012 from \$2.1 million raised in calendar year 2008 to \$4.2 million in FY 2012.

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- Walk Like MADD will be developed to be implemented in markets that are volunteer driven to grow unrestricted revenue needed to hire development staff to grow fundraising potential in those markets.
  - Major market Walk Like MADD sites will gross \$300,000 by 2012.
  - An annual Walk Like MADD Leadership Symposium will be attended by the staff from the walk sites that have proven success and opportunity for significant growth.
  - By 2010, all walk sites will have active volunteer steering committees to help implement the logistics of the event as well as recruit new teams and sponsors.
  - Recruit and develop fundraising committees each year to help MADD raise money in states with minimal or no field staff.
  - MADD affiliate sites will be raising unrestricted funds with Law Enforcement Recognition events.
  - The Community Champions event will grow by 25% annually across the country.
  - Improve internet giving process and strategy with field fundraising goal of \$150,000 by FY 2012.
- ◆ Create a guide and best practices for incorporating fundraising opportunities into existing events and programs.
    - Re-frame existing Tie One On For Safety and Law Enforcement Recognition events into fundraising opportunities.
  - ◆ Use more efficient means of fundraising
    - Create fundraising infrastructures that allow for complete knowledge of donor activities at all levels of MADD.
    - Increase In-Kind Revenue
    - Decrease direct cost of fundraising in the field
  - ◆ Act as one organization
    - Create one unified donor database with all National and field donations
    - Work together with field on major donor asks and cultivation

### **Building Capacity**

#### GOAL:

MADD will build its capacity to substantially strengthen its ability to achieve its mission.

#### OBJECTIVES:

- ◆ Recruit, train, recognize and retain highly effective and diverse Board members, staff and volunteers
  - Demonstrate the value of volunteers to achieving MADD's mission
    - Develop volunteer recognition programs
  - Develop and implement organization-wide volunteer plans and procedures including recruitment and management
    - Develop a specific volunteer plan for each state

- [Develop strong, active State Organization Councils](#)
  - Create and provide exciting, impactful and rewarding volunteer opportunities
  - Recruit victims who are ready to become volunteers and future MADD leaders
- Diversify the Board, committees, and staff
- ◆ Build and grow effective coalitions and partnerships that are directly tied to MADD's goals
  - Activate and work through coalitions to achieve specific and measureable goals tied to MADD's mission
    - Example: target groups that support interlocks and law enforcement to achieve the Campaign to Eliminate Drunk Driving; target law enforcement, prosecutors, attorneys or medical groups to increase referrals to victim services; target law enforcement, other coalitions to defend 21 and reduce access
  - Implement a widespread effort to recruit national and local organizations to sign onto the Campaign pledge and Support 21 statement
  - Conduct systematic state and national law enforcement recognition events throughout MADD (local rolls to state; state rolls to national)
  - Develop new relationships with state and federal legislators to serve as "MADD Champions"
- ◆ Proactively reach and engage new and diverse audiences.
  - Develop and leverage mutually beneficial partnerships with organizations whose members fit MADD's target demographics
  - Further develop MADD's e-mail/online marketing by promoting MADD membership and the Campaign pledge at all national and local events, and using every touch point with the public (including speaking engagements) to ask for support, sign onto the pledge, etc.
  - Implement a widespread effort to recruit individuals to sign onto the Campaign pledge
  - Proactively reach out to groups that target adults and non-youth groups such as women, parents, underserved, diverse audiences and ask to speak about MADD and its priorities
- ◆ Aggressively promote MADD's work in our communities to strengthen and grow the organization (branding by doing)
  - Significantly increase our proactive publicity efforts to let the public know about MADD's efforts and their role in achieving our mission
  - Develop and leverage productive relationships with key media contacts at the national and local level
  - Develop and maintain trained media spokespeople in each state
  - Recruit skilled volunteers to fill the communications and branding chair of the State Operating Councils
- ◆ Serve as the clearinghouse for credible mission-related knowledge and expertise

- Make MADD.org and other Web sites *the* resource for action taken related to drunk driving, victim services and underage drinking by offering the most comprehensive, up-to-date and engaging content, news, legislation and overall coverage of these issues on the Web.
- Ensure that we are on the first call list for MADD issues
- ◆ Integrate technology to strengthen the organization, extend our reach and improve efficiency
  - Develop a unified database of all MADD constituents (national, state and local) that allows us to effectively manage the information, cultivate our relationship with them and fully leverage our supporters to achieve MADD's mission