



**STRATEGIC PLAN**  
2020 – 2023

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# **ACKNOWLEDGEMENTS**

This document was developed by independent consultant Shannon MB Dixon with expert guidance by the Planning Team comprised of staff members – executive director Ellen Zahariadis, Community Outreach & Humane Education Manager Matt Womack, Director of Philanthropy Katherine Russell, Business Manager Julie Wiklund – and board members Lori Brunson, Tim Garrett, Laura Martin, Anna Mullins, and Tony Roe.

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## **ABOUT US**

# BE HUMAN. BE HUMANE.

Thousands of animals are neglected or abused in Memphis and Shelby County each year. Hungry, scared and injured, these animals face a bleak future. That's where we come in.

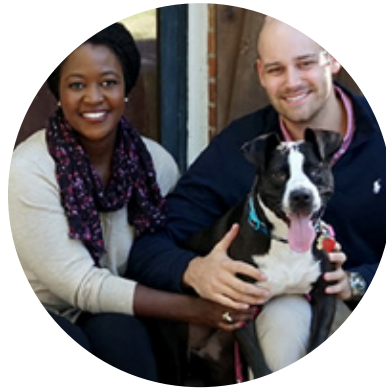
Since 1933, the Humane Society of Memphis and Shelby County (HSMSC) has been providing shelter, food and medical care for thousands of injured, neglected and abused animals.

With support from animal lovers, we are able to help prevent animal abuse as well as help injured animals in Memphis and Shelby County. We are able to provide animals with refuge to recover, nutritious food and outstanding veterinary care. On average, we provide sanctuary to over 100 animals at our facility at any given time, with dozens more placed with foster families until they are ready to be adopted. And we are dedicated to giving these animals a brighter future and improving human lives through animal companionship.

An important part of our work is giving these animals the emotional support, training and socialization that will allow them to be adopted into new and loving homes and long-lasting relationships.

From our founding until today, our funding comes exclusively from private donations from animal lovers like you.





## **OUR MISSION**

**THE MISSION OF THE HUMANE SOCIETY OF MEMPHIS  
& SHELBY COUNTY IS TO SAVE THE LIVES OF ANIMALS  
THAT HAVE BEEN INJURED, ABUSED, AND NEGLECTED, TO  
PREVENT ANIMAL CRUELTY, AND TO ENRICH THE HUMAN  
EXPERIENCE THROUGH ANIMAL COMPANIONSHIP.**



## **OUR VISION**

We envision a Memphis and Shelby County where animals are protected from cruelty, neglect, carelessness and ignorance through a collaborative and holistic system of care; where there is easy access to refuge, medical care, and nourishment to provide second chances at life; and where there is a community populated with people who express gentleness toward animals, who are educated and responsible pet owners, and who have an enhanced quality of human life through animal companionship.



## **PROGRAM PILLARS**



# THE HSMSC OPERATES THREE CORE PROGRAM AREAS:

## RESCUE

- Accepts and gives immediate medical care to injured animals brought by the public & law enforcement
- Provides excellent & expediated medical care for animals in our care
- Accepts stray and owner surrenders as space allows
- Takes in at-risk animals from local shelters as space allows
- Provides counseling and referrals to help keep animals in homes
- Provides foster care for vulnerable animals

## ADOPTION

- Connects compassionate humans with homeless animals through adoptions
- Prepares adopters for responsible pet ownership
- Utilizes youth and adult volunteers for animal enrichment to ready animals for adoption

## COMMUNITY

- Provides low cost vaccination clinics and spay and neuter services for rescue groups and pet owners with low incomes
- Conducts low-cost animal trainings
- Collaborates with other animal welfare groups to create a system of care
- Provides educational opportunities for the community



## OUR PLAN

Over the next three years HSMSC will become the leader in animal welfare in the Memphis and Shelby County by partnering with others for greater impact on rescues, adoptions, and prevention of cruelty through education; by exemplifying best practices in animal care and adoption; and by investing in organizational growth so to best meet the needs of the community.

The goals describe HSMSC ambitions, the priorities set for the organization and how the organization works within the eco-system of support for animals in Shelby County. The objectives name what HSMSC will accomplish over the next three years. Each objective has a set of strategies and tactics listed in the implementation sections, which detail how the organization will accomplish the objectives.



# GOALS & OBJECTIVES

## I. EXEMPLIFY BEST PRACTICES

*Exemplify excellence by adopting best practices and by conducting continuous exploration and piloting of mission-driven innovations.*

### **RESCUE & ADOPTION**

Improve and increase our animal rescue and adoption programs by exploring, piloting, and implementing innovative practices.

### **MEDICAL CARE**

Provide high-quality medical services to animals in our care.

## II. PARTNER WITH IMPACT

*There is a high priority on partnering with others to create impact.*

### **SYSTEM OF CARE**

Collaborate with others to build a system of care for animals in need.

### **EDUCATION & OUTREACH**

Prevent animal cruelty through education that helps people feel empathy toward animals and equips people to be responsible pet owners, and through low-cost animal medical care.

## III. INVEST IN ORGANIZATIONAL GROWTH

*The Humane Society is healthy and growing because of supported talented staff, board members, volunteers, and passionate donors.*

### **STAFF & BOARD**

Improve our ability to attract and retain passionate and talented staff, volunteers, and board members.

### **RESOURCE DEVELOPMENT**

Gain additional financial resources through diversified revenue streams, multi-channeled donor opportunities, and strategic communications.

### **COMMUNITY DEVELOPMENT**

Gain additional community and volunteer resources to do our work.

# MILESTONES

## DESIRED CHANGE & KEY LEVERS

The diagram below outlines the desired change and exhibits, in a top-down manner, how HSMSC plans to affect this change. Increases are indicated by ⊕ and decreases are indicated by ⊖.

### DESIRED CHANGE

#### **INCREASED ADOPTIONS & FEWER RETURNED ANIMALS**

(Double adoptions by 2021)

INCREASED PUBLIC KNOWLEDGE ABOUT CRUELTY

MORE GOOD OWNERS ABLE TO RETAIN PETS

PUBLIC CLARITY ABOUT HSMSC PURPOSE

INCREASED FINANCIAL RESOURCES

### KEY LEVERS FOR CHANGE

- ⊕ Full time veterinarian = less time between intake and spay/neuter (and other medical treatments)
- ⊕ Training for medical staff
- ⊕ Efficiency through cross-training and knowledge documentation
- ⊕ Capacity of foster program
- ⊕ Volunteers providing basic behavioral training & socialization/enrichment
- ⊕ Communications to adopters about responsible pet ownership & training
- ⊕ Low-cost training & vaccinations for adopters & others
- Pilot of low-cost medical care for rescue organizations & pet owners with low income
- Continued collaboration with rescue groups and municipal shelters

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(Double adoptions by 2021)

**INCREASED PUBLIC  
KNOWLEDGE ABOUT  
CRUELTY**

MORE GOOD OWNERS  
ABLE TO RETAIN PETS

PUBLIC CLARITY ABOUT  
HSMSC PURPOSE

INCREASED FINANCIAL  
RESOURCES

### KEY LEVERS FOR CHANGE

- ⊕ Students receiving education on cruelty and responsible pet ownership
- Pilot providing teachers with anti-cruelty curriculum
- Public anti-cruelty media campaign
- ⊕ Online education to identify & report cruelty

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**MORE GOOD OWNERS  
ABLE TO RETAIN PETS**

PUBLIC CLARITY ABOUT  
HSMSC PURPOSE

INCREASED FINANCIAL  
RESOURCES

### KEY LEVERS FOR CHANGE

- Managed intake process for owner surrender
- ⊕ Owners accessing programs and resources for pet care (including food, training and other resources)

# MILESTONES

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ABLE TO RETAIN PETS

**PUBLIC CLARITY ABOUT  
HSMSC PURPOSE**

INCREASED FINANCIAL  
RESOURCES

### KEY LEVERS FOR CHANGE

- Key stakeholders trained about intake process
- Revamped website
- Planful communications

# MILESTONES

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MORE GOOD OWNERS  
ABLE TO RETAIN PETS

PUBLIC CLARITY ABOUT  
HSMSC PURPOSE

**INCREASED FINANCIAL  
RESOURCES**

### KEY LEVERS FOR CHANGE

- ⊖ Events
- ⊕ Focus on major gifts cultivation
- Strategic additions to the board of directors
- ⊕ Focus on planned & monthly giving
- Planful communications





## **THE PLAN**

## GOAL I. EXEMPLIFY BEST PRACTICES

Exemplify excellence by adopting best practices and by conducting continuous exploration and piloting of mission-driven innovations.

## A. RESCUE & ADOPTION

Improve and increase our animal rescue and adoption programs by exploring, piloting, and implementing innovative practices.

STRATEGIES & TACTICS	LEADER	DEADLINE
1 Hire a full-time veterinarian.	Executive Director	Complete
2 Continue to intake at-risk animals from municipal shelters, including those in need of medical care. <ul style="list-style-type: none"> <li>■ Continued communication with partner shelters regarding requests for intake</li> </ul>	Animal Care Manager	On-going
3 Continue to intake injured, neglected, and stray animals. <ul style="list-style-type: none"> <li>■ Continued communication with partner shelters and the public regarding requests for intake</li> </ul>	Animal Care Manager	On-going
Implement the national best-practice of managed care admissions for owner surrenders. <i>See Details section for more information</i> <ul style="list-style-type: none"> <li>■ Conduct intake by appointment</li> <li>■ Offer pet food through our food bank</li> <li>■ Offer behavioral assistance</li> <li>■ Offer monthly obedience classes at reduced cost</li> </ul>	Animal Care Manager	On-going
4 <ul style="list-style-type: none"> <li>■ Help with veterinary care costs through low-cost clinics and services for pet owners with low income.</li> <li>■ Communicate the list of veterinary services &amp; costs the Humane Society is able to offer to pet owners with low income.</li> <li>■ Communicate to owners a list of veterinarians in the community who offer discounted services and other low-cost veterinary care (preventative, diagnostic, trauma, illness)</li> <li>■ Communicate to owners a list of pet-friendly housing options</li> <li>■ Communicate to owners a list of free re-homing services and guidance through our website</li> </ul>	Animal Care Manager	On-going

Train volunteers, board members, and staff to clearly articulate intake processes and procedures and community education and outreach programs.

- 5
- Prepare clear and concise Humane Society “elevator speech”
  - Create intake guidelines and decision tree (Dec – Jan 2020)
  - Hold after-hours volunteer meetings to train with message (Feb – Apr 2020)
  - Hold all-staff meetings and board meetings to train with message (Jan – Feb 2020)

**Community Outreach  
& Education  
Manager/  
Executive Director**

**Jan – Apr  
2020**

Explore ways to increase the likelihood that pets will bond with adopters thereby reducing return rates<sup>1</sup>.

- 6
- Prepare tip sheet for new adopters regarding bonding with your pet (Dec 2020)
  - Include this information in discussions with adopters before the adoption is finalized (On-going)
  - Include the HMSC Dog Trainer’s card on the tip sheet with an invitation to call or email if there are questions or concerns (On-going)
  - Promote the low-cost dog training classes and ask all dog adopters if they would like to sign up (On-going)

**Customer Service  
Manager**

**Dec 2020 –  
On-going**

Improve the foster program and maintain good communications with fosters.

- 7
- Institute a monthly/quarterly Foster Newsletter with tips, pics, etc. (Jan 2020 and on-going – 2x a year)
  - Offer a dog training class specifically for fosters and issues they face (Jan 2020 and on-going – 2x a year)
  - Research other foster programs (Jan 2020)
  - Gather research and what we have learned through Maddie’s Foster Internship to propose new format for the foster program (Mar 2020)
  - Explore how we can move everything to an online format (Apr 2020)
  - Make plan for the creation and implementation of new, online foster program (Jul 2020)
  - Explore Foster Program for Adult Dogs/Cats

**Volunteer  
Coordinator/  
Community Outreach  
& Education Manager**

**Jan – Jun  
2020**

<sup>1</sup> [www.aspcapro.org/research/meet-your-match-0](http://www.aspcapro.org/research/meet-your-match-0)

Offer two-tiered adoption fees, a basic adoption fee and one that includes a session with a trainer (with either the HS trainer or an approved partner trainer).

- 8 ■ Review time involved (how many can the dog trainer handle) (Dec 2019)
- Research training classes and figure out appropriate pricing for training class with an adoption (Jan 2020)
- Start offering adopters the opportunity to attend a training class with their new pet (May 2020)

**Community Outreach  
& Education  
Manager/ Customer  
Service Manager**

**Dec 2019 –  
May 2020**

Examine intake and front desk hours and make adjustments to improve and manage operations and efficiencies.

- 9 ■ Consider designated intake days/hours shelters, public owner surrender
- Review intake hours of peer shelters (Jan 2020)
- Consider intake by appointment (currently utilized for owner surrender)
- Consider supervising veterinarian's schedule and intake schedule

**Executive Director**

**Jan – Feb  
2020**

## GOAL I. EXEMPLIFY BEST PRACTICES

*Exemplify excellence by adopting best practices and by conducting continuous exploration and piloting of mission-driven innovations.*

## B. MEDICAL CARE

*Provide high-quality medical services to animals in our care.*

STRATEGIES & TACTICS	LEADER	DEADLINE
<p>Provide daily behavioral enrichment to animals in our care through involving volunteers and creating an easy-to-use tracking system<sup>2</sup>.</p> <p>1</p> <ul style="list-style-type: none"> <li>■ Complete daily enrichment log</li> <li>■ Maintain dog-walking board for times outside</li> <li>■ Maintain group play log</li> <li>■ Develop “Report Cards” for in-depth information on our pets available to the public, staff and volunteers</li> </ul>	<p><b>Dog Trainer/ Animal Care Manager</b></p>	<p><b>On-going</b></p>
<p>Reduce animal behavioral issues and increase adoptability by training a group of volunteers to provide basic training.</p> <p>2</p> <ul style="list-style-type: none"> <li>■ Conduct classes once a month to further knowledge and training for our dog walkers</li> <li>■ Conduct obedience training classes once a month for volunteers</li> </ul>	<p><b>Dog Trainer/Animal Care Manager</b></p>	<p><b>On-going</b></p>
<p>Continue to partner with veterinarians to augment services provided by HSMSC in-house vet and vet technicians.</p> <p>3</p> <ul style="list-style-type: none"> <li>■ Continue communication with partner veterinarians regarding the care of our animals</li> </ul>	<p><b>Animal Care Manager</b></p>	<p><b>On-going</b></p>
<p>Encourage on-going training and learning opportunities for Vet clinic staff.</p> <p>4</p> <ul style="list-style-type: none"> <li>■ Provide professional development opportunities (Atdove.org \$400/year for 20 people)</li> </ul>	<p><b>Animal Care Manager</b></p>	<p><b>On-going</b></p>
<p>Explore the idea of providing low-cost/free services (surgeries) as a way to help keep animals in homes and out of the shelter.</p> <p>5</p> <ul style="list-style-type: none"> <li>■ Determine cost and optimal scheduling</li> <li>■ Pilot Spay/Neuter clinic weekly – up to 10 animals</li> </ul>	<p><b>Vet/Animal Care Manager/ Executive Director/ Board Operations Committee</b></p>	<p><b>Dec 2019 – Feb 2020</b></p>

<sup>2</sup> For example, the Humane Society of Western Montana created cage tags for volunteers and staff to flip once enrichment was completed. One side says, “Got 20 minutes?” and the other says, “Thanks for my 20 minutes.”

## GOAL II. PARTNER WITH IMPACT

*There is a high priority on partnering with others to create impact.*

## A. SYSTEM OF CARE

*Collaborate with others to build a system of care for animals in need.*

STRATEGIES & TACTICS	LEADER	DEADLINE
<p>1 Continue collaboration with local rescue groups and municipal shelters to provide services and gather data and use it to identify and fill gaps in services.</p> <ul style="list-style-type: none"> <li>■ Institute regular communication with rescues and municipal shelters</li> <li>■ Explore hosting meetings with partner groups throughout the year</li> </ul>	<p><b>Executive Director</b></p>	<p><b>On-going</b></p>
<p>2 Meet with key community partners (municipals shelters, vets, and grassroots rescue groups) to clearly communicate our intake procedures and community education and outreach programs.</p> <ul style="list-style-type: none"> <li>■ Create a letter/flyer outlining our intake process and include the “decision tree” (Jan 2020)</li> <li>■ Hold after hours/weekend get-togethers (Feb – May 2020)</li> </ul>	<p><b>Executive Director/Director of Philanthropy/ Board &amp; Managers</b></p>	<p><b>Jan – May 2020</b></p>
<p>3 Explore developing an advocacy program to advocate for improvements in animal welfare/anti-cruelty legislation locally and on the state-level.</p> <ul style="list-style-type: none"> <li>■ Research advocacy resources of the Humane Society of the United States (Jan – Feb 2020)</li> <li>■ Research resources of the ASPCA (Jan – Feb 2020)</li> <li>■ Make a call for volunteers/community members interested in helping with advocacy (Mar 2020)</li> <li>■ Create a class/presentation dealing specifically with local laws/ordinances and address common questions about animal cruelty (Apr 2020)</li> </ul>	<p><b>Community Outreach &amp; Education Manager/ Executive Director</b></p>	<p><b>Jan–Apr 2020</b></p>
<p>4 Launch an exploratory pilot program where HSMSC provides veterinary services to select rescue groups for a fee.</p> <ul style="list-style-type: none"> <li>■ Survey rescue groups to gauge interest and needs (Dec 2019 – Jan 2020)</li> <li>■ Research costs/expenses (including insurance and staff time) (Dec 2019 – Jan 2020)</li> <li>■ Pilot weekly clinics for rescue groups up to 10 animals (TBD)</li> <li>■ Pilot quarterly TNR (trap, neuter, return) day for feral cats (TBD)</li> </ul>	<p><b>Animal Care Manager/ Executive Director</b></p>	<p><b>Dec 2019 – 2020</b></p>

## GOAL II. PARTNER WITH IMPACT

There is a high priority on partnering with others to create impact.

## B. EDUCATION & OUTREACH

Prevent animal cruelty through education that helps people feel empathy toward animals and equips people to be responsible pet owners, and through low-cost animal medical care.

STRATEGIES & TACTICS	LEADER	DEADLINE
<p>Increase the access to behavioral training by providing low-cost group training to adopters and others and by partnering with vetted trainers to offer discount trainings to adopters.</p>	<p><b>Dog Trainer/ Community Outreach &amp; Education Manager/ Customer Service Manager</b></p>	<p><b>2019 – on-going</b></p>
<p><b>1</b></p> <ul style="list-style-type: none"> <li>■ Create class content and practice class with employees and adoptable dogs (Oct 2019)</li> <li>■ Start to market the class through website, emails, and the adoption center (Nov 2019)</li> <li>■ Begin classes at HSMSC (Dec 2019)</li> <li>■ Discuss/offer dog training to all dog adopters during adoption process (Dec 2019)</li> <li>■ Start marketing class to low-income pet owners through vaccine clinics in 2020 (Mar 2020)</li> <li>■ Have dog training poster made for lobby (Dec 2019)</li> </ul>		
<p>Improve communication with adopters to set proper expectations for pet ownership and relay information to prevent cruelty.</p>	<p><b>Community Outreach &amp; Education Manager/Dog Trainer</b></p>	<p><b>Feb – May 2020</b></p>
<p><b>2</b></p> <ul style="list-style-type: none"> <li>■ Create a simple, easy to understand sheet that covers the basic pillars of animal care and training (Feb 2020)</li> <li>■ Host classes for staff to cover sheet and how to present training and anti-cruelty information to potential adopters (Apr 2020)</li> <li>■ Put basic pillars of animal care and training sheet in adoption folders to be sent home with all adoptions (May 2020)</li> </ul>		
<p>Explore funding for a public anti-cruelty/responsible pet ownership campaign, with or without partnership with other animal welfare groups.</p>	<p><b>Executive Director &amp; Director of Philanthropy</b></p>	<p><b>Dec 2020 – TBD 2021</b></p>
<p><b>3</b></p> <ul style="list-style-type: none"> <li>■ Research grant funders and application deadlines (Dec 2020)</li> <li>■ Discuss/gauge interest of local rescue groups (Feb 2021)</li> <li>■ Apply for funding (TBD)</li> <li>■ Define campaign communications/marketing strategy (Funding dependent)</li> <li>■ Leverage media partnership opportunities for sharing messaging via radio and television (TBD)</li> </ul>		

4	<p>Add a decision tree to the website to help the identify animal cruelty and know what to do about it.</p> <ul style="list-style-type: none"> <li>■ Meet and figure out what additional information still needs to be researched/gathered to create a comprehensive decision tree (Dec 2019)</li> <li>■ Create a rough draft of the decision tree, potentially adding pictures to help people understand levels of neglect/cruelty (Jan 2020)</li> <li>■ Put decision tree on website, have at outreach events, and send home with adopters (Feb 2020)</li> </ul>	<p><b>Animal Care Manager/ Community Outreach &amp; Education Manager</b></p>	<p><b>Jun 20 – Jan 21</b></p>
5	<p>Continue summer camps, gaining volunteer assistance and continuing to incent older youth participants as camp counselors.</p> <ul style="list-style-type: none"> <li>■ Pick dates for summer camp (Dec – annually)</li> <li>■ Have website and signup portal created for attendees (Jan – annually)</li> <li>■ Recruit volunteers to help execute (March – annually)</li> <li>■ Execute summer camp (June/July – annually)</li> </ul>	<p><b>Community Outreach &amp; Education Manager</b></p>	<p><b>On-going</b></p>
6	<p>Explore changing our strategy from reaching children through school visits to reaching children through providing teachers with character-building curriculum related to animal care and safety.</p> <ul style="list-style-type: none"> <li>■ Research other organizations that utilize teachers to help promote their materials/mission (Mar 2020)</li> <li>■ Meet with some educators to see the best way to fit animal care and anti-cruelty lessons into their curriculum (Jun 2020)</li> <li>■ Create curriculum and get feedback from educators to improve (Nov 2020)</li> <li>■ Finalize curriculum and have ready to get to teachers for fall 2021 (Jul 2021)</li> </ul>	<p><b>Community Outreach &amp; Education Manager</b></p>	<p><b>Mar 2020 – Jul 2021</b></p>
7	<p>Continue low-cost vaccination clinics quarterly and explore additional clinics.</p> <ul style="list-style-type: none"> <li>■ Explore funding options for 2020 (On-going)</li> <li>■ Pick dates for clinics in 2020 and annually (Dec 2019 and annually)</li> <li>■ Research what other services could be offered at the clinics to improve the level of care low-income pet owners are able to provide (Jan 2020)</li> </ul>	<p><b>Community Outreach &amp; Education</b></p>	<p><b>On-going</b></p>



8 Continue offering low-cost spay/neuter vouchers.

**Customer  
Service  
Manager**

**On-going**

Cultivate general interest for adoption, education, and donations by continuing to be available to the public through scheduled group tours and appearances at festivals and events.

9

- Network with companies, civic organizations, and schools for speaking opportunities (On-going)
- Continue taking requests for tours through website, email, and phone request (On-going)
- Research other humane societies to see how they schedule tours and community visits with animals, and if they bring in revenue from them (Jan 2020)
- Create a form for groups to fill out to give us ample time to prepare for a group and have guidelines including pricing (if any) and available days and times for tours (Feb 2020)
- Create a form for requests from local festivals/businesses who want the Humane Society to come out with animals to give us ample time to plan for the event, procure volunteers, and includes pricing (Feb 2020)

**Community Outreach  
& Education  
Manager/  
Customer Service  
Manager & Dir of  
Philanthropy**

**On-going**

## GOAL III. DRIVE ORGANIZATIONAL GROWTH

*The Humane Society is healthy and growing because of supported talented staff, board members, volunteers and passionate donors.*

## A. STAFF & BOARD

*Improve our ability to attract and retain passionate and talented staff, volunteers, and board members.*

STRATEGIES & TACTICS	LEADER	DEADLINE
<p>1 Conduct cross-training to reduce the burden on staff when leave is taken and increase business continuity during times of transition of staff members.</p> <ul style="list-style-type: none"> <li>■ Identify needed cross-training (Feb 2020)</li> <li>■ Conduct cross-training (Jun 2020)</li> </ul>	<p><b>Animal Care Manager/ Community Outreach &amp; Education Manager/ Customer Service Manager</b></p>	<p><b>Feb – Jun 2020</b></p>
<p>2 Increase business continuity by documenting key policies and procedures and cataloging specialized knowledge, with annual reviews and updates.</p> <ul style="list-style-type: none"> <li>■ Collect and review all training guides (volunteer, foster, adoptions, etc.) (Dec 2020)</li> <li>■ Combine training guides, Policies and Procedures, Employee Handbook and other policies into one operating guide (Dec 2021)</li> </ul>	<p><b>Executive Director/Board/Managers</b></p>	<p><b>Dec 2020 – Dec 2021 &amp; on-going</b></p>
<p>3 Improve efficiency of veterinarian services by providing additional training for vet technicians.</p> <ul style="list-style-type: none"> <li>■ Offer professional development through Atdove.org \$400/year for 20 techs</li> </ul>	<p><b>Animal Care Manager</b></p>	<p><b>On-going</b></p>
<p>4 Determine a plan to steadily increase hourly wages and salaries.</p> <ul style="list-style-type: none"> <li>■ Research minimum wages at area organizations and businesses</li> <li>■ Calculate costs of bringing all HSMSC staff to a higher minimum wage</li> <li>■ Create a timeline for increasing staff wages</li> <li>■ Explore funding strategies to allow for and maintain wage increases</li> </ul>	<p><b>Business Manager/ Executive Director</b></p>	<p><b>Jan – Dec 2020</b></p>

	Review and adjust bylaws, as necessary.		
5	<ul style="list-style-type: none"> <li>■ Work with the Board Development Committee and executive director to review and develop recommendations</li> <li>■ Review recommendations with the board and seek approval (if changes are recommended)</li> </ul>	<b>Board Development Committee/ED</b>	<b>On-going</b>
	Review and make any needed adjustments to finance policies and procedures.		
6	<ul style="list-style-type: none"> <li>■ Work with the Finance Committee and executive director to review and develop recommendations (May 2020)</li> <li>■ Review recommendations with the board and seek approval (if changes are recommended) (Jun 2020)</li> </ul>	<b>Finance Committee/ED</b>	<b>May – June 2020</b>
	Pilot using Boardable to organize and archive board communications and knowledge.		
7	<ul style="list-style-type: none"> <li>■ Work with the Board Development Committee to review and populate/customize Boardable (Jan 2020)</li> <li>■ Train board members on the tool (Feb 2020)</li> <li>■ Assess effectiveness (Dec 2020)</li> </ul>	<b>Board Development Committee/ED</b>	<b>Jan – Dec 2020</b>
	Assess skills and connections needed and recruit additional board members, in partnership with the staff.		
8	<ul style="list-style-type: none"> <li>■ Convene Board Development Committee and executive director to assess needs and identify potential board members</li> <li>■ Ask board members to submit nominations</li> <li>■ Convene Board Development Committee and executive director to develop recommendations to the board</li> <li>■ Seek board approval for new members</li> <li>■ Invite new board members and conduct orientation Jan/Feb of each year</li> </ul>	<b>Board Development Committee/ED</b>	<b>On-going</b>
	Conduct departmental education sessions in board meetings.		
9	<ul style="list-style-type: none"> <li>■ Develop calendar for educational sessions (Jan 2020)</li> <li>■ Conduct 15-minute educational sessions during board meetings (TBD)</li> </ul>	<b>Executive Director/Board Chair</b>	<b>Jan 2020 – On-going</b>

### GOAL III. DRIVE ORGANIZATIONAL GROWTH

*The Humane Society is healthy and growing because of supported talented staff, board members, volunteers and passionate donors.*

### B. RESOURCE DEVELOPMENT

*Gain additional financial resources through diversified revenue streams, multi-channeled donor opportunities, and strategic communications.*

STRATEGIES & TACTICS	LEADER	DEADLINE
1 Formalize the annual campaign, inclusive of a major giving program with a priority on stewardship.	See Fund Development in the Details section below. Each of these strategies are supported by multiple tactics.	
2 Develop additional campaigns aimed at creating steady revenue.		
3 Increase event revenue.		
4 Create or maintain donor events based at the HSMSC facility to create deep knowledge of and ownership in the organization.		
5 Increase grant revenue.		
6 Develop activities aimed at current non-donor supporters, such as adopters and volunteers.		

7	<p>Create a communication plan inclusive of key messaging points, and brand standards.</p> <ul style="list-style-type: none"> <li>■ Create a library of evergreen stories to share with the media at relevant times (holidays, spring/ mosquitoes, fireworks, travel, nutrition, exercise, etc) (Dec – Mar 2020 and on-going)</li> <li>■ Meet with PR/marketing agencies to discuss strategies (Dec – Jan 2020)</li> </ul>	<p><b>Director of Philanthropy/ Executive Director/ Marketing Manager</b></p>	<p><b>Dec 2019</b></p>
8	<p>Prioritize time spent cultivating major gifts by sunseting some events as determined through a cost-benefit analysis.</p> <ul style="list-style-type: none"> <li>■ Continuously conduct cost-benefit analysis on events as event results are documented</li> </ul>	<p><b>Director of Philanthropy/Board Dev. &amp; Fundraising Committee</b></p>	<p><b>On-going</b></p>
9	<p>Adjust the website to reflect decisions made during this planning process.</p> <ul style="list-style-type: none"> <li>■ Request proposals from vendors for website overhaul</li> <li>■ Prioritize maximizing synergies between website and existing CRM and communications technologies</li> <li>■ Define new website messaging</li> </ul>	<p><b>Director of Philanthropy/ Marketing Manager/ Executive Director</b></p>	<p><b>Year 1</b></p>
10	<p>Explore offering digital tools/programs for youth motivated to conduct fundraising activities on their own.</p> <ul style="list-style-type: none"> <li>■ Prepare printed/PDF youth guide for third-party fundraising (Year 1)</li> <li>■ Explore digital resources for youth third-party fundraising (Year 2)</li> </ul>	<p><b>Community Outreach &amp; Education Manager/ Marketing Manager/Director of Philanthropy</b></p>	<p><b>Year 2</b></p>

### GOAL III. DRIVE ORGANIZATIONAL GROWTH

*The Humane Society is healthy and growing because of supported talented staff, board members, volunteers and passionate donors.*

### c. COMMUNITY DEVELOPMENT

*Gain additional community and volunteer resources to do our work.*

STRATEGIES & TACTICS	LEADER	DEADLINE	
<p>Create a comprehensive volunteer engagement plan, inclusive of mechanisms for consistent and centralized communications, cataloging and using volunteers' skills and talents to accomplish a variety of organizational functions, and on-going learning &amp; social/appreciation opportunities.</p>			
1	<ul style="list-style-type: none"> <li>■ Utilize Salesforce to log all volunteers and keep information, including areas of expertise or interest up-to-date (Dec 2019)</li> <li>■ Determine if an additional plug-in is necessary for proper logging of volunteer hours (Dec 2019)</li> <li>■ Have a full understanding of the capabilities of Salesforce, and how it can engage volunteers (Jan 2020)</li> <li>■ Research other volunteer programs and how they operate (Feb 2020)</li> <li>■ Analyze what part of our program is the weakest and create a plan for making changes and improving our program (Mar 2020)</li> <li>■ Roll out new volunteer program with all changes finalized before we need to update everyone's waiver forms in October (Oct 2020)</li> </ul>	<p><b>Volunteer Coordinator</b></p>	<p><b>Year 1</b></p>
<p>Continue internships with high school and college students to assist with community education and outreach.</p>	<p><b>Community Outreach &amp; Education Manager</b></p>		
2	<ul style="list-style-type: none"> <li>■ Continue to register for internship programs with area high schools (On-going)</li> <li>■ Continue internship program with Boys &amp; Girls Club of Memphis (On-going)</li> <li>■ Continue internship/volunteer program with Rhodes College (On-going)</li> </ul>		<p><b>On-going</b></p>