



STRATEGIC PLAN

2024-2027

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Acknowledgements

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Healthy Pets. Healthy Communities.

Since 1933, the Humane Society of Memphis & Shelby County has been a beacon of hope throughout Greater Memphis for animals in need. We are an independent, nonprofit, no-kill shelter that strives daily to meet our mission of saving animals from harm, preventing cruelty through education, and enriching lives through pet adoption.

It has long been recognized that animal companionship positively impacts human health and well-being. Pets reduce human anxiety, depression, and loneliness, increase self-esteem and



self-worth, reduce disease prevalence and improve cardiovascular health, and increase physical activity. Research shows that pets bring people and communities together by acting as natural facilitators for social interactions.

While pet ownership has many health and social benefits, economic hardship and a lack of understanding about how to be a good pet steward are barriers to having healthy pets. We are here to reduce those barriers because we understand that healthy communities and healthy pets go hand in hand.

There is an overwhelming problem of unwanted and homeless pets in Memphis and Shelby County.

We receive nearly 5,000 annual requests to take in stray, injured or unwanted pets. Our goal is to ensure that pets live with the five animal freedoms.

Credit: Farm Animal Welfare Council



- From hunger and thirst**
- From discomfort**
- From pain, injury, or disease**
- To express normal behavior**
- From fear and distress**

Pet ownership is not equitable in Memphis.

Many grapple with limited access to essential pet services and information due to poverty caused by institutional bias and systemic inequity. This affects our neighbors and their beloved pets.

Social Determinants of Health (SDH) are non-medical factors that influence health outcomes—the conditions in which people are born, grow, work, live, and age. Below you can see our current and future programs and how these are aligned with the conditions necessary (SDH) for happy and healthy lives.

Human & Animal Health are Intertwined

Education

Summer Camp & Community Outreach



Environment

Pet Deposit Assistance & Support for Public Dog Parks

Social/Community

Pet Training: direct & train-the-trainer

Healthcare

Vaccine & Heartworm Clinics

Economic Stability

Services for People with Government Assistance: clinic, trainings, food, pet deposits

KEY

Social Determinants of Health

HSMSC Programs

Enabling Elements

Data Collection



Community Partners



Great Employees & Volunteers



Operating Money

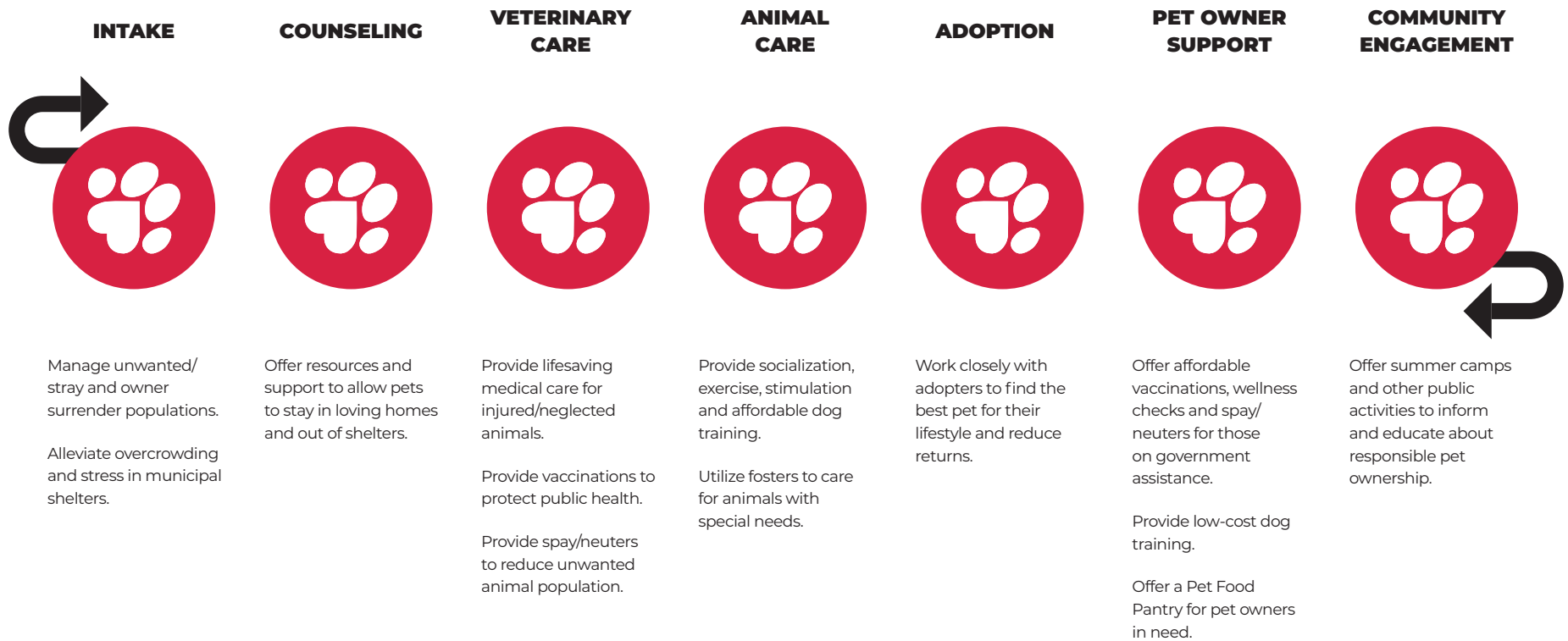


Our Facility & Community Spaces



OUR CONTINUUM OF CARE

Our programs run the spectrum of care for pets and we educate the community and engage them as our partners.





OUR IMPACTS

The following measurements represent our yearly average (over the past few years) for each service.

744

Adoptions

57

Summer camp participants

30

Dogs trained in public classes

2,700+

Clinic exams, treatments, and vaccines

25+

Life saving surgeries

7,000

Pounds of pet food distributed to people in need



THE CONTEXT

The previous plan focused on institutionalizing best practices, driving organizational growth to implement those practices, developing organizational partnerships, strengthening our anti-cruelty measures, and improving our ability to connect with the community and secure resources to meet our mission.

NOTABLE ACCOMPLISHMENTS

- Fully-staffed vet clinic serving rescued animals, pets of families in need, and rescue organizations (prior to the last plan, we utilized rotating vets)
- Increase in adoptions (18+% since 2018)
- In-demand Summer Camps
- In-demand dog training classes for the public and an internal dog training program that improves the adoptability of dogs in our care
- Well-received changes to our intake procedures that meet the needs/desire of the community to surrender animals to a no-kill shelter (intake requests have increased by nearly 50% since 2018)
- Increased capacity to gain and keep fosters and other volunteers through dedicated staff positions for these programs
- Grant funding from city and county
- New donors who are investing in the vet clinic
- Increased donations through the planned giving program
- Paying down facility loan with annual income

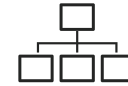


OUR PLAN GOALS



COMMUNICATIONS AND FUNDRAISING

We communicate and connect with donors and the community strategically, allowing us to raise funds and cultivate and steward volunteers, adopters and partners.



ORGANIZATIONAL CULTURE

We operate efficiently and effectively every day and in extraordinary situations by using our expertise, teamwork, and passion.



PROGRAMS

We meet our neighbors in their communities with our programs, save animal lives, and find pets loving homes.



THE PLAN: PROGRAMS

OBJECTIVES	STRATEGIES	RESPONSIBLE	DEADLINE
1. Expand the public clinics.	a. Explore partnerships to host vaccine clinics in other parts of the county.	Director of Animal Care	Q3 2024
	b. Expand clinics to include heartworm prevention and treatment.	Director of Animal Care	Q3 2025
2. Increase the rate of adoptions.	a. Explore same-day adoptions without sacrificing quality screening and review the adoption application with an eye to industry best practices.	Adoption Manager	Q2 2024
	b. Create more adoption opportunities by exploring later/ Sunday hours open to the public, events, and Atlanta's Foster First Program.	Adoption Manager	Q3 2024
	c. Continue to explore options to transfer dogs to other cities that are seeking adoptable dogs.	Director of Animal Care & Adoption Manager	Q1 2025
3. Reduce the number of long-term residents.	a. Create an early identification system/protocol.	Director of Animal Care, Dog Trainer, Intake Manager	Q1 2024
	b. Place animals who have the potential to be long-term residents in foster care to improve behavior.	Director of Animal Care & Foster Assistant Manager	Q1 2025



THE PLAN: ORGANIZATIONAL CULTURE & OPERATIONS CONTINUITY

OBJECTIVES	STRATEGIES	RESPONSIBLE	DEADLINE
1. Refine processes for inter-department communications, cooperation, and professional development.	a. Utilize animal care staff in fundraisers, adoption events, and social media, leaning on their knowledge of the animals in our care.	Director of Development	Q1 2024
	b. Create data entry protocols for animal care (including who is responsible for each type of entry).	Director of Animal Care, Intake Manager	Q1 2024
	c. Formalize and communicate (and adjust as needed) inter-departmental communication protocols (protocols include norms around using white boards, databases, and online calendars).	Executive Director	Q2 2024
	d. Create professional development opportunities.	Executive Director	Q2 2024
2. Strategically add staff positions.	a. Consider adding a staff member dedicated to human relations.	Executive Director	Q4 2024
	b. Consider adding a paid internship or seasonal position to help with camp coordination.	Executive Director	Q4 2025
	c. Consider adding an additional development staff member.	Executive Director	Q4 2025
	d. Consider adding a staff member in intake.	Executive Director	Q4 2026



THE PLAN: ORGANIZATIONAL CULTURE & OPERATIONS CONTINUITY

OBJECTIVES	STRATEGIES	RESPONSIBLE	DEADLINE
3. Ensure operations continue as staff transitions out and in, when staff positions are temporarily vacant, and during disasters and communications crises.	a. Develop a plan for operations continuity when positions are temporarily vacant (who covers for who).	Operations & Finance Director	Q1 2024
	b. Develop disaster crisis policies.	Operations & Finance Director	Q1 2024
	c. Develop communications protocols for organizational crises.	Operations & Finance Director	Q1 2024
	d. Develop comprehensive operations continuity documentation for each department.	Operations & Finance Director	Q3 2024
	e. Review and finalize changes to comprehensive board policies, inclusive of policies for processes for the vacancy of executive director position, transitions between executive directors, and job search procedures for that position.	Executive Director	Q3 2024
	f. Dedicate time for staff to cross-train across functional areas.	Directors & Managers	Q2 2025
4. Refine and expand our volunteer program.	a. Increase volunteer retention by creating consistent relational volunteer experiences (where volunteers are welcome, recognized, know their duties, and are engaged in useful and fun ways).	Volunteer & Outreach Manager	Q1 2024
	b. Expand efforts to recruit corporate group volunteers and follow up with groups to seek long-term volunteers.	Volunteer & Outreach Manager	Q2 2024
	c. Redesign how we work with TN Promise Scholarship volunteers.	Volunteer & Outreach Manager	Q2 2024
	d. Seek volunteers for specific positions—long-term foster volunteers specifically for the more challenging animals (medical cases, behavioral cases, etc.), front desk volunteers, and event volunteers.	Volunteer & Outreach Manager	Q1 2025



THE PLAN: COMMUNICATIONS & FUNDRAISING

OBJECTIVES	STRATEGIES	RESPONSIBLE	DEADLINE
1. Create growth in fundraising and ensure readiness for a future capital campaign through focusing on the following sectors—planned giving, events, major donors, and corporate sponsors. <i>Note: These strategies are supported by an annual fundraising plan</i>	a. Refine the Fast & Furriest 5k race/walk offerings, focusing on unique elements that attract runners.	Director of Development	Q2 2024
	b. Increase digital marketing and reduce physical mailings.	Director of Development	Q3 2024
	c. Physically engage donors in the building to deepen understanding and connection.	Director of Development	Q4 2024
	d. Gain younger donors through Paw Prints and other donor events.	Director of Development	Q4 2024
	e. Further leverage the board Fundraising Committee.	Director of Development	Q4 2024
	f. Continue to focus on monthly giving.	Director of Development	Ongoing
	g. Continue to increase passive income from donations at in-take.	Intake Manager	Ongoing
	h. Increase revenue by \$55k-75k each year to cover the increase in payroll for staffing expansion.	Executive Director & Director of Development	Ongoing
2. Create a balance between fundraising and programming communications.	a. Communicate programming numbers and impacts (nearly 70% of survey respondents like to hear about HS's impacts).	Marketing & Development Manager	Q2 2024
	b. Create a system to regularly analyze the content of emails and socials (for types and feedback/results) and course correct.	Marketing & Development Manager	Q3 2024



THE PLAN: COMMUNICATIONS & FUNDRAISING

OBJECTIVES	STRATEGIES	RESPONSIBLE	DEADLINE
	c. Focus on fantastic adoption stories in communications and at Paw Prints and other donor events. Maintain timely social media posts of dogs and cats up for adoption as well as other daily activities at the shelter.	Marketing & Development Manager	Q4 2024
		Director of Development	Q1 2025
	d. Build the capacity to segment messages to donors who have expressed certain interests.	Marketing & Development Manager	Ongoing
	e. Utilize the survey results to address gaps in public perception about HS work. (For example, a significant number of respondents didn't know about several HS programs—nearly 40% for counseling services, over 45% for the camp, nearly 48% for low-cost veterinary services and the food pantry, over 52% for dog training, etc.)		
	f. Repeat the community survey every 2-3 years to judge improvements and gain feedback.	Director of Development	Q2 2025
3. Understand our donor numbers better using regular reports and improved data entry.	a. Rethink how we are entering data to create better reports.	Director of Development	Q1 2024
	b. Create regular reports for retention rates, recurrence of gifts, number of donor touches and results, etc.	Director of Development	Q1 2024

Ambitions

We have long-term ambitions, activities we want to work toward past the time period for this plan. We will reassess these at the conclusion of this plan.

- 1. Implement major facilities maintenance items.**
- 2. Once the building debt is paid (10 years), conduct a capital campaign for expansion and other significant alterations.**