RedRover Strategic Plan

**RedRover Mission:** The mission of RedRover is to bring animals out of crisis and strengthen the bond between people and animals through emergency sheltering, disaster relief services, financial assistance and education. RedRover accomplishes its mission by engaging volunteers and supporters, collaborating with others and maximizing the use of online technology.

**RedRover Responders:**

**Goal:** Have a high impact on animals and people in emergencies and/or underserved communities.

**Top objectives for 2021:**

1. **Objective:** Increase volunteer engagement  
   **KPI:** provide at least 2 opportunities per quarter/etc with an attendance of at least 15

2. **Objective:** (Maximize communications/engagement/visibility/fundraising during deployments -- strategies under Communications)

3. **Objective:** Improve RedRover Responders visibility of services  
   **KPI:** Host 4 emergency sheltering and/or specialized trainings for 2021

4. **Objective:** Work to ensure that Responders provides a safe and inclusive volunteer opportunity for BIPOC

**RedRover Relief**

**Goal:** Efficiently support pet caregivers that are in financial and/or emotional crisis and stop animal suffering due to lack of emergency veterinary care, lack of preventative care or abuse

**Top objectives for 2021:**

1. **Objective:** Continue growing the Animal shelter Safe Housing grants program  
   **KPI:** Receive 7 applications

2. **Objective:** Decrease # of ineligible Urgent Care apps  
   **KPI:** Decrease by 15%

3. **Objective:** Surpass the number of Safe Housing applications received in 2020  
   **KPI:** Receive 25 applications
RedRover Readers & Kind News Magazine

Goal: Develop children’s empathy and respect for animals.
Goal: Increase children’s understanding of animal behavior.
Goal: Ensure we meet the needs of teachers to increase the use of RedRover Readers program.

1. Objective: Increase number of trained educators
   KPI: Increase by 100% from 76 to 152 by Dec. 2021.

2. Objective: Ensure program is inclusive and equitable
   KPI: Hire a DEI consultant and create a plan.

3. Objective: Increase Kind News subscriptions
   KPI: Increase by 30%

Communications & Development

Goal: Inspire people to support RedRover by creating a state of shared empathy and sense of connection through genuine communications resulting in enough income to support RedRover’s programmatic operations

Top objectives and strategies for 2021:

1. Seek opportunities to leverage partnerships and create more major partnerships

2. Ensure our organization is inclusive and equitable, partner with people of color in animal welfare, raise awareness in the field, be a leader in addressing inequality and inequity in animal welfare

3. Increase donor conversions (and by extension awareness) through email campaigns by 10%

4. Increase all online giving by 10%

5. Ensure Communications/PR department has the resources to support program growth, e.g. analytics tool, maximized website*

6. Leverage relationship with Purina to bring in new major donors and corporate partners and cultivate existing major donors

7. Complete 3 grant proposals for new funders
HR/Operations/Finance

Goal: Maximize productivity / efficiency / accountability / transparency / accuracy
Goal: RedRover is an ideal place to work
Goal: Become an Anti-Racist Organization

1. **Objective:** Decrease feelings of burn-out/overly high workload/sense of being overwhelmed  
   **KPI:** pre and post staff survey; check-in’s

2. **Objective:** Increase overall staff morale, sense of connection and engagement  
   **KPI:** See a 20% increase in pre- post-survey(s)

3. **Objective:** Ensure inclusive and racially equitable organizational structures and practices  
   **KPI:** See RedRover’s Commitment to DEI and Action Plan: RedRover.org/DEI

4. **Objective:** Ensure all staff understand the financial overview of the organization, particularly personnel costs  
   **KPI:** Survey data