"One day, the absurdity of the almost universal human belief in the slavery of other animals will be palpable. We shall then have discovered our souls and become worthy of sharing this planet with them." — Dr. Martin Luther King, Jr

3-Year Strategic Plan
Magical Creatures Sanctuary

v1.5 November 2021
Magical Creatures Sanctuary
3 Year Strategic Plan

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Mission
Magical Creatures Sanctuary rescues, rehabilitates, and offers life-long sanctuary to animals on the Big Island while serving the Hawaiian community with programs that promote kindness, compassion, and stewardship.

Values
- We believe in the intrinsic dignity and sanctity of animal life.
- We believe all animals are entitled to be free from suffering, abuse, and exploitation.
- We believe that farmed animals are a product of human intervention and that we have a special obligation to them in regard to humane treatment and responsible stewardship.
- We believe we have an obligation to alleviate suffering.
- We believe we have an obligation to prevent cruelty.
- We believe that people should treat each animal with love and compassion.
- We believe we have a duty to protect and care for the suffering and homeless.
- We believe that our values, decisions, conduct and behavior should set the tone and be a model for others in their care and treatment of animals.
- The commitment, care, and attention we afford to both human beings and animals is only differentiated by degree and not by kind.

Programs

1. Farmed animal Rescue
The Sanctuary provides lifelong care for the farmed animals that we take in. Though we are not an open-intake sanctuary, we do everything that we can to make sure that injured, neglected, or lost farmed animals can find peace with us. This includes housing, feeding, providing medical care, and giving them all the love they can handle. We have served 90+ residents in our first three years of official operation. We work with local rescue groups, animal control, and online resources to identify need and assess our ability to assist. The Sanctuary is currently home to 15 pigs, 7 cows, 4 chickens, 12 sheep, 33 goats, and 2 special needs cats.
2. Intern Program

Our interns are the backbone of the organization. They provide assistance across all aspects of the Sanctuary’s work. All daily animal care is completed by our live-in interns. They also contribute in areas for which their experience is most applicable. This includes:

- Medical and Lab Work
- Social Media Outreach
- Administrative Functions
- Repair and Maintenance

3. Educate & Advocate

Change starts within the community, and we are grateful for the opportunities that we have to share the stories of the animals at Magical Creatures. We want to stop the cycle of farmed animal abuse by educating our communities and advocating for the animals every chance that we get. We recruit and train local volunteers to engage with the Sanctuary’s residents and to get to know them as individuals over an extended period of time. We offer tours to provide a more condensed introduction to our work and our mission. We have also just hired our first Director of Education & Outreach and are developing new strategies and programs to further educate and advocate the locally and virtually.

Where We Are Now

We are thrilled to be in the process of gaining access to an additional 22-acre plot that is contiguous with the existing property. This will allow us to create the most appropriate pasture plan that better accommodates all of our residents and future residents. It will also provide space for additional housing for our live-in staff. This access will come at no added cost as it is being leased as a charitable donation from our founders.

We have grown to be the home to 73 residents as of November 2021. We continue to work with local rescue groups and animal control while being mindful of our organizational capacity. The added acreage will not dictate our growth.

The Sanctuary is pleased to announce that we have created a full-time leadership team as we have added two experienced members to our live-in staff. We now have a Managing Director and a Director of Education & Outreach who will greatly expand our functional capacity and provide us with greater depth of knowledge in key areas. This will also allow our over-stretched Executive Director to delegate some responsibilities and put more energy into the areas she is passionate about.
Where We Plan to Go

While our needs are many, our shorter-term focus will be on three primary areas: infrastructure; staff growth and development; and developing impactful education and outreach programs.

1. Infrastructure

   a. Multi-Use Barn
      
      Our top priority is building a barn that will: accommodate our seventeen special needs residents; proper storage for hay, straw, and feed; and office space for staff. Depending on funding, it may also have a finished loft area we will utilize as event space. Renting it out will also thus be an additional source of income. For more details, see Appendix A.

   b. Improved Roads
      
      The next priority is improving and expanding the roads on both properties. The new parcel has no finished roads and is thus difficult to access. The main road into and on the current property is need of maintenance such as improving the bridge over the culvert that regularly gets flooded and re-graveling the entire surface.

2. Organizational Capacity Building

   With the additions of our Managing Director and Director of Outreach & Education, our Organizational Capacity Building plan has already begun implementation. The growth phases are defined in the chart below. All positions are, of course, dependent upon funding. The current staff is 100% volunteer and we very much want to offer a more enticing package in order to recruit the best talent.
3. *Education and Outreach*

The Sanctuary’s ultimate vision is to no longer exist because the need to protect farmed animals has been met. While this is an unlikely outcome any time soon, there is much that can be done to move the world in that direction. The goal of our E&O program is to spread the message of animal welfare improvement and the other benefits it brings.

**Past Performance**

The Sanctuary has always utilized a managed growth approach. We never want to commit to something we cannot deliver on while maintaining our quality standards of care. We will continue this methodology as develop more resources and capacity.
Organizational Structure & Key Roles

Organigram

Executive Director

Board of Directors

Managing Director

Director of Education & Outreach

Animal Care Volunteers

Bookkeeper

Legal Advisor

Executive Director

Reporting to the Board of Directors, the Executive Director (ED) will have overall strategic responsibility for Magical Creatures Sanctuary's staff, programs, growth, and execution of its mission. S/he will continue to develop deep knowledge of the Sanctuary sector, core programs, operations, and business plans.

Responsibilities:
Magical Creatures Sanctuary
Three-Year Strategic Plan

- Actively engage and energize Magical Creatures Sanctuary volunteers, board members, intern alumni, partnering organizations, and funders.
- Develop, maintain, and support a strong Board of Directors and seek to build board involvement with strategic direction.
- Expand revenue generating and fundraising activities to support existing program operations and planned growth.
- Deepen and refine all aspects of communications with the goal of creating a stronger brand.
- Continue to build partnerships, establishing relationships with funders, and political and community leaders.
- Be an external presence that communicates organizational results with an emphasis on the successes of the program and its discernable impact.

Managing Director

Reporting to the executive director (ED), the Managing Director (MD) will implement the infrastructure and systems needed to support strategic objectives. S/he will be responsible for the oversight of administrative and financial systems including finance, accounting, information technology, human resources, and physical infrastructure.

Responsibilities:

- Coordinate with the ED to develop and follow Magical Creatures Sanctuary’s strategic plan.
- Evaluate best industry practices in comparison to internal systems and needed resources, with an eye toward both future needs and budget realities.
- Provide overall financial management responsibilities for the organization.
- Ensure ongoing local programmatic excellence, rigorous program evaluation, and consistent quality of finance and operational administration.
- Partner with the ED on evolving and maintaining the organization’s administrative and operational processes, with a goal of continuously developing and improving systems.
- Lead, coach, develop, and retain Magical Creatures Sanctuary’s high-performance team.
- Ensure effective systems exist to track and evaluate program components and to measure success that can be effectively communicated to the board, funders, and other constituents.

Director Of Education & Outreach

Reporting to the Executive Director, The Director of Education & Outreach will develop and manage the school outreach program, as well as lead the sanctuaries educational mission including all visitor programs. S/he will also coordinate with the Executive Director in attending
external events to ensure Magical Creatures Sanctuary’s work and mission are properly messaged and well received.

## Historical Financials

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Contribution from Founders</td>
<td>$7,824</td>
<td>$4,005</td>
<td>$12,114</td>
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<tr>
<td>Contributions- Grants</td>
<td>$4,250</td>
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<td>$0</td>
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<tr>
<td>Direct Public Support – Corporate Contributions</td>
<td>$1,000</td>
<td>$0</td>
<td>$10,000</td>
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<tr>
<td>Direct Public Support – Gifts in Kind</td>
<td>$500</td>
<td>$0</td>
<td>$1,500</td>
</tr>
<tr>
<td>Direct Public Support – Individual Contributions</td>
<td>$27,239</td>
<td>$59,403</td>
<td>$45,948</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>$40,813</td>
<td>$63,408</td>
<td>$69,562</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Expenses</td>
<td>$41,698</td>
<td>$39,015</td>
<td>$61,365</td>
</tr>
<tr>
<td>Executive Director</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Managing Director</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>$41,698</td>
<td>$39,015</td>
<td>$61,365</td>
</tr>
<tr>
<td><strong>Net Profit</strong></td>
<td>-$885</td>
<td>$24,393</td>
<td>$8,197</td>
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Magical Creatures Sanctuary
Three-Year Strategic Plan

Projected Financials

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
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<tbody>
<tr>
<td><strong>Income</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contribution from Founders</td>
<td>$11,012</td>
<td>$12,000</td>
<td>$12,000</td>
<td>$12,000</td>
</tr>
<tr>
<td>Direct Public Support – Corporate Contributions</td>
<td>$11,000</td>
<td>$15,000</td>
<td>$25,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>Direct Public Support – Gifts in Kind</td>
<td>$700</td>
<td>$1,500</td>
<td>$2,500</td>
<td>$4,000</td>
</tr>
<tr>
<td>Direct Public Support – Individual Contributions</td>
<td>$59,093</td>
<td>$75,000</td>
<td>$90,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>Capital Campaign</td>
<td>$35,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
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<tr>
<td>Grants</td>
<td>$0</td>
<td>$65,000</td>
<td>$80,000</td>
<td>$100,000</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>$116,805</td>
<td>$193,500</td>
<td>$234,500</td>
<td>$301,000</td>
</tr>
</tbody>
</table>

| **Operating Expenses** |            |            |            |            |
| Program Expenses       | $90,905    | $120,000   |            |            |
| Executive Director     | $0         | $18,000    | $36,000    | $48,000    |
| Managing Director      | $0         | $18,000    | $36,000    | $48,000    |
| Other Salaries         | $0         | $36,000    | $150,000   | $200,000   |
| **Total Operating Expenses** | $90,905   | $192,000   | $222,000   | $296,000   |

| **Net Profit**         | $25,900    | $1,500     | $12,500    | $5,000     |

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</thead>
<tbody>
<tr>
<td>Contribution from Founders</td>
<td>$4,005</td>
<td>$12,114</td>
<td>$12,000</td>
<td>$12,000</td>
<td>N/A</td>
</tr>
<tr>
<td>Direct Public Support Corporate Contributions</td>
<td>$0</td>
<td>$10,000</td>
<td>$11,000</td>
<td>$15,000</td>
<td>Apply to Bank of Hawaii and Walmart for funding</td>
</tr>
<tr>
<td>Direct Public Support Gifts in Kind</td>
<td>$56,007</td>
<td>$1,500</td>
<td>$700</td>
<td>$1,500</td>
<td>Apply to Home Depot, Tractor Supply, and Lowes for gifts-in-kind</td>
</tr>
<tr>
<td>Direct Public Support Individual Contributions</td>
<td>$3,396</td>
<td>$45,948</td>
<td>$59,093</td>
<td>$75,000</td>
<td>Expand sponsorship program Continue to build out social media presence New website with better integration</td>
</tr>
<tr>
<td>Capital Campaign</td>
<td>$0</td>
<td>$0</td>
<td>$35,000</td>
<td>$25,000</td>
<td>Grant applications specific to the capital campaign</td>
</tr>
<tr>
<td>Contributions- Grants</td>
<td>$0</td>
<td>$0</td>
<td>$65,000</td>
<td>$65,000</td>
<td>Complete GFAS accreditation Develop application template Work with volunteer grant writers</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>$63,408</td>
<td>$69,562</td>
<td>$117,793</td>
<td>$193,500</td>
<td></td>
</tr>
</tbody>
</table>
Magical Creatures Sanctuary
Three-Year Strategic Plan

Conclusion

Magical Creatures Sanctuary has grown through thoughtful and innovative methodologies since its inception in 2016. We have provided sanctuary to almost one-hundred animals and have developed strong bonds with the local community. Post COVID, we will be reimplementing our public tours where we can add to revenue while simultaneously achieving education and advocacy touches. Our future impact though outreach will move our mission forward and begin to create a better world for all creatures. Our capital campaigns for infrastructure will provide for the physical needs of the Sanctuary and allow us to further evolve our programs as well as increase revenues.
Appendix A – Multi-Purpose Barn Proposal

Total Area = 3080 sf enclosed + 2450 sf covered
Main Floor = 2100 sf
Loft = 980 sf
Estimated Total Cost: $55,000

The Multi-Purpose Barn would:

1. House our seventeen special needs animals
2. Provide storage space for hay, straw, and feed
3. Include a medical room for treatment and secure storage of meds
4. Afford functional office space
5. Offer an event space for Education & Outreach and for rentals to the public
Appendix B – Succession Plans and Exit Strategies

1. Succession plan in event of a temporary, unplanned absence -- SHORT-TERM

a) Definitions
   - A temporary absence is one in which it is expected that the Executive Director will return to his/her position once the events precipitating the absence are resolved
   - An unplanned absence is one that arises unexpectedly
   - A short-term absence is 3 months or less

b) Who may appoint the Acting Executive Director
   - The Board of Directors authorizes the Executive Committee to implement the terms of this succession plan in the event of the unplanned absence of the Executive Director
   - In the event of an unplanned absence of the Executive Director, the Managing Director shall immediately inform the Chair of the Executive Committee of the absence
   - As soon as is feasible, the Chair shall convene a meeting of the Executive Committee to affirm the procedures prescribed in this plan or to make modifications the Committee deems appropriate

c) Standing appointee to the position of Acting Executive Director
   The position description of the Managing Director specifies that he/she shall serve as Acting Executive Director in the absence of the Executive Director
   - First and second back-ups for the position of Acting Executive Director should the Managing Director be unable to act as Acting Executive Director
     - The first back-up appointee will be the Sanctuary Manager
     - The second back-up appointee will be the Animal Care Manager
   - In the event the standing appointee, the Managing Director, is new to the position and fairly inexperienced with Magical Creatures Sanctuary the Executive Committee may decide to appoint one of the back-up appointees as the acting executive
   - The Executive Committee may also consider the option of splitting executive duties among the designated appointees.

d) Cross-training plan for appointees
   The Executive Director, with assistance from the Managing Director, shall develop a plan for training the three potential appointees in each the priority functions of the Executive Director which are listed above (section 2).
e) Authority and restrictions of the appointee
The person appointed as Acting Executive Director shall have the full authority for decision making and independent action as the regular Executive Director.

f) Compensation
All positions at Magical Creatures Sanctuary are currently volunteer positions. There will be no compensation unless salaried positions are created and funded. In this case, the Acting Executive Director, shall be paid their regular salary, if any, plus a reasonable bonus as determined by the Executive Committee.

g) Board committee responsible for oversight and support to the Acting Executive Director
As with an Executive Director, the Executive Committee of the Board will have responsibility for monitoring the work of the Acting Executive Director. The Executive Committee will also be alert to the special support needs that of the executive in this temporary leadership role.

h) Communications plan
As soon as possible after the Acting Executive Director has begun covering an unplanned absence, Board members and the Acting ED shall communicate the temporary leadership structure to the following key supporters:

- Government officers
- Foundation program officers
- Civic leaders
- Major donors

2. Succession plan in event of a temporary, unplanned absence -- LONG-TERM

a) Definitions
- A long-term absence is one that is expected to last more than 3 months

b) Procedures
- The procedures and conditions to be followed shall be the same as for a short-term absence with one addition:
  - The Executive Committee will give immediate consideration, in consultation with the Acting Executive Director, to temporarily backfilling the management position left vacant by the Acting Executive Director. This is in
3. Succession plan in event of a PERMANENT unplanned absence.

a) Definitions
   - A permanent absence is one in which it is firmly determined that the Executive Director will not be returning to the position.

b) Procedures
   - The procedures and conditions shall be the same as for a long-term temporary absence with one addition:
     o The Board of Directors shall appoint a Transition and Search Committee to plan and carry out a transition to a new permanent executive director.

Lundblad Exit Strategy

1. If the property is sold, the Lundblad’s would receive the entire proceeds from the sale, paying off any loans and taxes that are due in connection with the sale of the property. Any improvements made to the property by the Sanctuary would be paid in full, less depreciation, to the Sanctuary at the time of sale. This includes all expenses that were paid (materials, labor, etc.) that cannot be relocated. This includes structures, fences, etc. Any labor or materials donated would not be reimbursed. All moveable items would transfer to the new location of the non-profit.

2. If the property is sold for the continued of use for the Sanctuary, the Lundblad’s would receive the entire proceeds, if any. Any improvements made to the property paid for by the Sanctuary would then be paid in full, less depreciation, by the Lundblad’s to the Sanctuary. This would include all expenses that were paid (materials, labor, etc.) that cannot be relocated. This would include structures, fences, etc. Any labor or materials donated would not be reimbursed. All removable items would remain with the non-profit.
Dissolution Exit Strategy

If the Sanctuary dissolves, all proceeds due the Sanctuary, all moveable assets, and all residents of the Sanctuary, would be transferred to another non-profit organization approved by the Board of Directors.