

Veterans Assistance Dogs of Texas, Inc

Strategic Plan: Fiscal Year 2023 Beginning July 01, 2023 – Fiscal Year 2024 Ending June 30, 2025

Our Mission: VADogs' mission is to affect Texas Veterans' physical and emotional recovery and independence with disabilities by providing service dogs at no cost to the Veteran.

Our Core Values: Compassion, loyalty, avoidance of conflict, respect for Veterans and dogs, cooperation, resilience, due diligence, respect for one another, follow our mission statement, and spirituality.

Competitive Advantages:

- Use of highly qualified professional canine trainers
- Provide training to Veteran recipients of our service dogs so they can become dog handlers and know how to care for the dog
- Assure compatibility of dog and Veteran
- More than 10 years of successful experience of donating service dogs to disabled veterans
- Obtaining enough funding to sustain our program

How We Get There: Committed to providing quality service dogs to disabled Veterans is the sum of learning through 10 years of successful experience, interactions with those Veterans and their family we serve, collaborating with similar organizations similar to ours, and the use of highly professional, qualified and experienced dog trainers.

- Maintaining experienced and skilled staff
- Working as a team to accomplish our goals
- Share our knowledge and experience with each other
- Rescuing dogs from euthanasia
- Having qualified professional dog trainers evaluate potential qualified dogs prior to placing them in our program
- Having the dog examined by a veterinarian before committing to training
- Having the dog neutered or spayed
- Having the dog trained in a home environment and in public in order to pass the Public Access test
- Maintaining 12 qualified dogs either ready or in various stages of training
- Vetting the Veterans before we accept them into our program by doing a background check, home visit and conducting an interview by our Veteran Liaison and Manager of Dog Training
- Allowing the selected trained service dog to stay with the Veteran for a few weeks, prior to team training
- Prioritizing Veterans receiving a service dog from us on severity of need rather than who submitted the application first.
- Identify our weaknesses so we can focus on improving them
- Measure our processes looking for ways to improve
- Use of our mission statement when making decisions

Community and Family Engagement

- We will actively engage Veterans and their spouses as partners in our program
- Partnerships: Increase community and business partnerships to build mutual understanding and investment in our program of rescue dogs and disabled Veterans
- Increase community dialogue, awareness and participation through board members and staff attending community events throughout the year.
- Increase the effectiveness of service dogs in communities by having our Veterans along with their dog and family attend events and shop in the community as a powerful influence to improve the awareness and importance of having a service dog.
- Open our doors to maintain communication with those Veterans we serve and to those that support our program

Staff and Board Development

We will continually strengthen the recruitment, retention and professional development of highly effective staff

- Hiring and Recruiting: Improve the hiring and on-boarding of all employees
- Maintain a low turnover based on other nonprofit's track record
- Training and Development: Provide professional development and succession planning in support of the goals in our strategic plan

Organizational and Financial Engagement

We will effectively employ our financial and operational resources to meet our strategic goals.

- Align our donations to meet the everchanging technology by using payment processors that offer credit card payments or electronic payments
- Credit Card QR codes used to make donations to display on all correspondence
- Transparency: Maintain our Platinum Seal from Candid Guidestar
- Preparing an annual budget which is doable and based heavily on our revenue
- Preparing monthly financial reports from our Treasurer
- Preparing monthly reports from the Executive Director, Director of Development and Veteran Liaison and reporting to our board at the monthly board meetings
- Technology Hardware/Software: Evaluate and adjust the adequacy of technology as a tool to facilitate donor information, donor retention, collecting donations, foundation search, and communications and collaboration.
- Immense degree of record keeping for our service dogs and Veterans
- Safeguard our organization records, information, donor lists, finances, domain name, by having at least 2 account owners/administrators that have full access.
- Obtain a financial review as our revenue increases and an audit if our budget exceeds 750,000

Donors

- Stay connected with those donors continually supporting our organization
- Send personalized thank you letters in a timely manner
- Enter donor information into DonorPerfect manually, if paid by check
- Deposit checks in a timely manner
- Provide payment options to donors
- Meet with those donors wishing to do so
- Reach out to donors annually, usually prior to October
- Use situations as a way to create a campaign to attract donors; example being Suzie's medical costs and the death of Onyx having large veterinarian costs
- Create online forms that gather pertinent information from the donors, including, and most importantly, email addresses

Grants

- Research foundations for potential opportunities by using Metasoft Foundation Search
- Maintain records of foundations information and available grants
- Maintain a calendar to assure deadlines are not missed
- Prepare follow-ups/grant reports adhering to the foundation's instructions
- Visit foundations if available
- Follow instructions of grant agreement to a tee
- Communicate with Veteran Liaison, board members and dog trainer manager to assure we can do what is required of the foundation.
- Maintain a close relationship with the foundation's trustees and employees.

Fund-raising

- Create website forms through DonorPerfect to capture the revenue generated by donors

- Create flyers to help get the word out in our community by placing them in appropriate places, advertise the event on our website, Facebook and word of mouth.
- If we are the chosen nonprofit of a fundraising event we will adhere to the fundraising committee's plan and offer advice when asked; help in areas when asked to, share our experience, have a Veteran and their service dog attend, have our board members attend in support if possible and identify mistakes and areas that compromised the flow and goals of the event.
- Preference going with those events managed by others

How we Measure Success

- Follow our mission statement, do what we say we are going to do
- Meet or exceed our goals and objectives
- Establish the number of dogs to train annually, based on our revenue
- The passing of Public Access for both service dog and Veteran
- Maintaining a lower wash-out ratio compared to the industry norm of 50% our current ratio is 12.5%
- Strive for a 75% or greater program expenditures to total expenditures ratio
- Meet our annual budget goals
- Providing qualified service dogs to qualified Veterans
- Selecting young dogs, but not too young, to provide a long-lasting service to their Veteran team mate.
- Strive to find a home for those dogs that wash-out of our program, never taking them to a kill shelter

Vision

Maintain our core values by having service dogs and Veterans graduate to lead a more normal life, one with meaning, value and purpose. To excel as productive citizens in our community able to integrate knowledge and values. We strive to help disabled Veterans overcome their anxieties, fears, mobility issues, anger, substance abuse, allowing them, "to fit in with society" and to have the ability to achieve their personal goals.

We see our organization having the ability to obtain the necessary funds in order to continue doing what we do. We obtained a d/b/a with the assumed name of Operation Hope K9s. We are exploring other ways we can provide service dogs to those in need. And, possibly obtaining funding through our d/b/a to segregate pieces of our main program in order to be able to train more service dogs for disabled Veterans.

Continued improvement in our support for Veterans, selection of dogs, and a community leader in furnishing service dogs to disabled Veterans.