

Strategic Plan 2022 – 2025



Mission Statement

Greenhill Humane Society provides care and shelter for animals, support and resources for people, and education to promote the humane treatment of animals.

Vision Statement

Greenhill Humane Society envisions a world in which all animals are treated with compassion and respect.

Strategic Plan Executive Summary

Two primary themes emerged for Greenhill over the next three years. The first theme was focused on improving delivery of Greenhill's mission. The second theme focused on maintaining and improving organizational systems and structure to ensure long-term sustainability and address potential gaps in reaching mission related goals. Underneath each of those two themes, two goals were identified.

Greenhill Humane Society's Strategic Priorities

Mission Focused

1. Expand capacity to meet adoption demand for dogs, increased care and options for homeless cats, and overall care and shelter for a wider range of species.
2. Improve programs that support people and their animals, including humane education and needs-based services.

Organization Focused

1. Provide the tools and resources necessary to ensure that our staff and volunteers thrive.
2. Improve the effectiveness of our board to better meet the organization's needs

Strategic Priority 1

Expand capacity to meet adoption demand for dogs, increase care and options for homeless cats, and overall care and shelter for a wider range of species.

Goal 1: Expand capacity to meet adoption demand for dogs.

Actions:

- Improve intake to outcome flow.
- Expand behavior resources within the shelter.
- Develop consistent transfer partners and explore ways to optimize transfers.

Goal 2: Improve capacity to address homeless cats.

Actions:

- Improve intake to outcome flow.
- Create and implement a comprehensive trap, neuter, return / return to field program that includes transporting animals.
- Evaluate and improve response to hoarding situations.
- Develop and improve local partnerships and alternatives to sheltering.
- Identify any necessary facilities improvements.

Goal 3: Improve ability to care and shelter the variety of species we currently see.

Actions:

- Improve intake to outcome flow.
- Develop and improve local partnerships and alternatives to sheltering.
- Expand / improve behavior modification and enrichment programs including training and support for volunteers and fosters.
- Identify any necessary facilities improvements.

Goal 4: Identify and plan for potential expansion of species including “other pets,” livestock, and wildlife.

Actions:

- Research which species have the greatest need for Greenhill’s services.
- Identify any partnerships and alternatives to sheltering.
- Create vetting, intake, care, and adoption plans for new species.
- Create a sustainable program plan for new species.
- Identify any necessary facilities improvements.

Strategic Priority 2

Improve programs that support people and their animals, including humane education and needs-based services.

Goal 1: Provide behavior training for dogs and cats.

Actions:

- Research potential partnerships to improve access and use of current behavior and training resources in the community.
- Develop a behavior education program to address unmet needs.
- Identify any necessary capacity or facilities improvements.

Goal 2: Improve access and use of veterinary care.

Actions:

- Identify gaps and barriers to people accessing veterinary care.
- Develop and improve partnerships within the community.
- Develop programs in partnership / harmony with others to fill identified gaps.
- Identify necessary expansion of capacity for program viability.

Goal 3: Create a well-functioning pet food and supply bank with an organized and efficient storage system and multiple supply and delivery partners.

Actions:

- Continue to grow and improve partnerships within the community.
- Identify community needs including necessary improvements to delivery.
- Identify necessary facilities improvements and capacity expansion.

Goal 4: Expand the Humane Education program to reach schools, civic groups, and community members.

Actions:

- Train a team of volunteers to give presentations.
- Create a library of digital presentations for a range of topics and age groups
- Reach out to elementary schools to schedule delivery of the No More Bullying curriculum to 3rd, 4th, and 5th grade classes.
- Identify a consistent funding source for the program.
- Identify any necessary facilities improvements.

Goal 5: Improve access to Greenhill's adoption, reclaim, volunteer, and visitation programs.

Actions:

- Consider public and private transportation options.
- Consider off-site options.

Goal 6: Expand Greenhill's disaster response program.

Actions:

- Continue building and expanding partnerships within the community.
- Form a disaster response committee to research, create, and implement ongoing disaster response training.
- Assess triage capabilities for a disaster event in our geographic area.
- Create a community outreach / education program that keeps the public informed about what to do when responding to a disaster.
- Train staff and volunteer groups.
- Establish consistent funding source for the program.

Strategic Priority 3

Provide the tools and resources necessary to ensure that our staff and volunteers thrive.

Goal 1: Provide comprehensive onboarding and training plans, consistent communications, professional skill building opportunities and competitive pay and benefits packages.

Actions:

- Create an orientation and onboarding program for new hires to provide clarity regarding Greenhill's processes and expectations.
- Create a cross training program so staff can work in multiple departments ensuring maximum coverage and efficiency.
- Provide tools and training to help staff and volunteers manage high stress, emotionally charged situations, and mitigate compassion fatigue.
- Improve pay and benefits packages consistent with market and identify necessary capacity expansion.
- Create a succession planning process for key staff transitions.

Goal 2: Provide a clear path to a wide range of volunteer opportunities that enrich the lives of volunteers and animals and promote Greenhill in our local communities.

Actions:

- Actively seek a diverse and multilingual and multi-cultural candidate pool.
- Expand the program to provide volunteers with additional training for ringworm cleaning, dog training, and play groups for socializing.
- Establish and train a volunteer group to promote Greenhill at community events.

Goal 3: Incorporate diverse, equitable, and inclusive perspectives and practices throughout our organization.

Actions:

- Engage a DEI expert for guidance in creating a diverse and inclusive organization.
- Continue regular DEI conversations and education activities.

Goal 4: Improve facilities to provide needed work and break areas for staff and volunteers.

Actions:

- Identify size and location for break areas
- Identify number, size, and locations for office / work spaces.
- Identify any necessary capacity or facilities improvements.

Strategic Priority 4

Improve the effectiveness of our board to better meet the organization's needs.

Goal 1: Clarify board and committee roles.

Action:

- Evaluate the role of the board, board members, and committees in relation to the needs of the organization and identify pathways for possible improvements.

Goal 2: Improve efficiency, structure and effectiveness of board and committees.

Actions:

- Identify ways to minimize time for report-outs and maximize time for strategic priorities.
- Provide or require training for new board members so they can fully participate in board governance.
- Set an expectation that the meeting space is inclusive where soft voices are heard, and loud voices share time.
- Develop board member job descriptions and recruit to fill the positions.
- Conduct annual evaluations.
- Create a succession planning process for board member transitions.

Goal 3: Increase the board's role in ensuring that Greenhill has adequate resources to meet its mission and goals.

Actions:

- Assess board members strengths, connections, and interests.
- Develop a path towards increased board member engagement with donors, partners, and community connections.
- Recruit board members with the resources, knowledgebase, experience, and connections necessary.

Goal 4: Increase BIPOC (Black, Indigenous, and people of color), geographic, and income diversity among board members to better represent the community and promote diversity of thought, ideas, and perspectives.

Actions:

- Create or expand recruitment activities to include diverse communities.
- Create a process for recruiting for skill set and representation
- Engage a DEI expert for guidance in creating diverse and inclusive organization.