

Humane Society of Morgan County

Strategic Plan Update - February 2021

VISION: To be a major force in the reduction of stray, abandoned, unwanted, and mistreated animals in our REGION.

MISSION: To rescue dogs and cats from euthanasia for foster care or adoptions from animal control facilities or through owner-surrender, so that the animals may live in a safe, healthy shelter until they find forever homes.

As this plan was developed, the board and staff considered the plan that was revised in 2020. Some of that plan was retained, some was omitted, and new pieces were added.

The first consideration was given to the **strengths** of the organization. They are as follows:

- A debt-free facility;
- A professionally oriented board;
- An experienced and motivated Operations Director;
- A good reputation in the local community;
- Longevity of the organization (25 years) in the community;
- Being a community resource through providing information on low cost clinics/spay/neuter
- An animal-friendly community.
- Being the largest and only all breed animal rescue in the county

The next, natural consideration was perceived **weaknesses**:

- Competing for funds in a community with so many non-profit agencies
- Revolving staff that costs time and training
- Lack of recurring donations & income revenue stream
- Lack of community awareness

Whenever future actions are considered, it is wise to check **opportunities** that may be valuable to the organization:

- There is the beginning of a strong database of supporters and possible funding sources;
- The opportunity to work on a growing endowment fund;
- Building a network of animal welfare organizations to share information & support
- Social networking offers many opportunities, including expanding the donor database; and

It is equally important to consider possible **threats** to the organization so preventive measures may be taken:

- Solid financial practices remain critical;
- There is always the possibility of an extremely damaging crisis that spreads in media, so careful practice is continuous;
- The threat of local veterinarians increasing costs is of concern, and too heavy an increase would be devastating;
- Losing staff that hold exclusive knowledge is always a threat, so cross-training of staff members is encouraged.
- Finding talented and dedicated staff with current budget restraints is an ongoing concern.

GOAL #1: To increase and/or maintain adoptions of cats and dogs so that there is a constant flow in and out of the center without overcrowding or vacant spaces

Objectives:

A. To seek adoptable animals from Madison and from surrounding animal shelters

Activities to reach that Objective:	Person(s) Responsible:	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2021
Expand contact & reach with animal shelters to identify adoptable pets	Director of Operations, Assistant Director	Ongoing	Increased adoption numbers at the close of the year	Vet care: \$30,000 Gas: \$750.00	

****2020 saw an increase in # of animal adopted from 2019 - GOAL MET***

B. To vet animals with appropriate vaccinations and/or treatment for illness or injury

Activities to reach that Objective:	Person(s) Responsible:	Deadline:	Evaluation:	Anticipated Cost:	Progress at end of 2021
Test animals for heartworms, feline leukemia, and FIV before they are accepted	Director of Operations & Assistant Director	Ongoing	Only highly adoptable Heartworm + animals accepted	\$300/heartworm tx \$9.78 per dog \$14.75 per cat	
Vaccinate and/or treat animals during 7-14 day quarantine	Staff members	Ongoing	100% of animals adopted are fully vetted	\$12,000 for medicine & medical supplies \$30,000 for veterinary	

- ***All animals in 2020 were tested allowing to select for highly adoptable HW+ dogs - Miranda did a great job finding foster care & adopters for those animals. - GOAL MET***
- ***Animal vaccinations took place during the quarantine period. A backlog in veterinary scheduling delayed some spay/neuters. - GOAL PARTIALLY MET***

C. To promote adoptable pets through a number of marketing techniques

Activities to reach that objective:	Person(s) Responsible:	Deadline:	Evaluation:	Anticipated Cost:	Progress at end of 2021
Social Media	Operations Director and Staff	Ongoing	# of Followers on FaceBook & Instagram	\$0.00	
Newspaper	Board of Directors & Event Chairs	Ongoing	# published	\$0.00	
Neighborhood Newsletters	Julie McGinnis for Madison Lakes and Jim Jones for Buckhead Manor	Ongoing; Bi-monthly for Madison Lakes and FaceBook page for Buckhead Manor	# published	\$0.00	

- **Facebook 1/1/20: 6929 12/31/20: 7547 - GOAL MET**

- **Newspapers - We had several articles published in 2020 including the catio completion, chips & snips initiative, Pedigree grant recipient, Gala, & others - GOAL MET**
- **Neighborhood Newsletters - Local newsletters covered several events. 2021 we plan a more direct approach with weekly updates to local newsletters & newspapers to increase community awareness - GOAL MET**

GOAL #2: To become self-sustaining both in finances and board leadership by December, 2021

Objectives:

A. To diversify the mix of funding sources

Activities to reach that objective:	Person(s) Responsible	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2021
Outreach to New & Recurring Donors	Dona Franks & Jim Jones - Board of Directors	June, 2020	Increase in donations over 2019 (2019 - \$95,324)	None	
Establish An Annual Patron Campaign:	Board of Directors	June 2020	100 Additional Patrons	\$1,500 - Social Media advertising, postcards, event materials	

- ***2020 Donations - \$107284 - GOAL MET***
- ***Patron campaign GOAL NOT MET. 2021 - adding a call to action on each email newsletter with an ask for monthly giving. Also planning a quarterly Facebook campaign spending \$90/quarter on ads to reach additional givers.***

B. To provide for bequests in donors' wills & through planned giving to meet needs at the center

Activities to reach that goal:	Person(s) Responsible:	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2021
Establish a Planned Giving Program	Jim Jones & Ron Collins	Dec 2021	3 planned givers	\$150.00	

Establish a Legacy Gift Program	Jim Jones & Ron Collins	Dec 2021	“”	\$150.00	
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- ***Planned Giving & Legacy - GOAL MET***

C. To seek grants to fund immediate needs

Activities to reach that goal	Person(s) Responsible:	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2021
Apply for Banfield Grant for animal medical costs for low income families	Pat Stokes	As advertised	Max. allowed amount awarded	\$0.00	
Seek grants throughout the year to reduce costs and enhance programs	Pat Stokes & Board of Directors	Ongoing	Grants awarded with \$25,000 goal	\$0.00	

- **Not eligible for Banfield grant in 2020 - but exhausted all remaining money from 2019. Reapplying in 2021.**
- **2020 grants received \$23,126 - GOAL NOT MET, but we were close!**

D. To involve businesses and influential citizens in fund-raising

Activities to Reach that objective:	Person(s) Responsible	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2021
Reach New Business Donors & Partners	Board of Directors & Operations Director	Ongoing	New contributions from 5 businesses	\$0.00	

Be involved in Civic club programs: Kiwanis, Lions, Rotary, Chamber, etc.	Board of Directors, Volunteers, & Operations Director	Ongoing	# programs presented	\$0.00	
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- **MIRANDA**
- **2 presentations at Kiwanis - GOAL MET - considering pandemic**

E. To expand successful programs and to eliminate under-performing programs

Activities to reach that objective:	Person(s) Responsible:	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2021
Cat Banjo Jewelry Auction	Courtney Bryson	02/19/21	Profit	0	
Valentine Paws	Operations Director & Business Partners	02/2021	Profit	0	
\$10,000 Raffle - BBQ Blessings	Board and Advisory Board	10/2021	\$10,000 profit	\$10,000	
Golf Tournament	Beth Bradley & Renee Ussery	03/27/21	20% increase in proceeds (2019 - \$4286)	\$500	
Pancake Supper	Boards and Staff	04/04/21	# Adoptions # of Donations	0	
Rescue Rangers Camp	Donna Baddour & Staff	06/2021	Participant Survey Grants Expended	0	
Christmas in July	Courtney Bryson & Staff	07/2021	# of "Santas"	0	
Ice Cream Social	Boards and staff	08/2021	Attendance	\$150	

Pistons for Paws	Beth Bradley & Board	09/2021	Increased profit from 2019 (2019-\$5955)	\$200	
Year-End Giving	Boards and Staff	12/2021	Nov/Dec income increase	\$300	
Holiday Hounds	Sue Scherer & Board	12/ 2021	# of Attendees Profit Raised	\$200	
Christmas Secret Santa	Courtney Bryson	12/ 2021	# of "Santas"	\$0	
Paws & Purrs Winter Gala	Board of Directors	01/2022	Increased Profit (2019-\$16,000)	\$3500	
Supper Clubs	Board & Volunteers	Ongoing	# in Attendance	0	

	2020 Update
Cat Banjo Jewelry Auction	\$1,111
Valentine Paws	\$232
\$10,000 Raffle - BBQ Blessings	\$12745
Pancake Supper	\$949-\$675 expenses = \$274
Rescue Rangers Camp	canceled
Christmas in July	2019 Santas - 114 2020 - 142
Ice Cream Social	canceled
Pistons for Paws	2019 - \$5900 2020 - \$4525 *attendance & registration up, but large donor s
Year-End Giving	\$42,622 - Nov/Dec Income
Holiday Hounds	2019 - \$500 2020 - \$788 - with \$0 expenses
Christmas Secret Santa	2019 Santas - 97 2020 - 167
Paws & Purrs Winter Gala	canceled for 2021
Supper Clubs	Amici's, Bojangles, & Dolce Cafe - Adding in 2021 Chop House & Dos A

F. To create/maintain a rotation of members that ensures experience

Activities to reach that goal:	Person(s) Responsible:	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2021
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Address diversity on the boards	Boards	Ongoing	Continued gender, race, and ethnic diversity	\$0.00	
Add members to active Volunteer base	Board	Ongoing	Additional members with potential	\$0.00	

- ***Continuing outreach to new members - Donna Baddour suggested speaking with Sheila Terrel as an active community member with a long list of nonprofit activity.***
- ***Removed the goal of creating a list of “types of individuals needed for awareness when board vacancies occur”***
- ***Adjusted adding members to the defunct “Advisory” board and focusing on adding to our list of active volunteers with the hopes of creating an active and engaged volunteer base that may become a board in the future.***

G. To establish a pattern of succession so that the leadership is knowledgeable and experienced

Activities to reach that goal:	Person(s) Responsible	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2021
1. Establish length of terms and a pattern for moving into other roles	Board	December, 2022	Succession plan in place and operating	\$0.00	

GOAL #3: To provide a comprehensive educational program for students K-12 & the community

Objectives:

A. To increase the number of school activities and participants

Activities to reach that objective:	Person(s) Responsible:	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2020
Participate in School	Board and staff	Ongoing	# participants	\$0.00	

Work Based Programs			& ongoing participation		
Continue Career Day Program at MCMS	Operations Director and Staff	May, each year	Repeat invitations and responses	\$0.00	

- ***Much limitation due to COVID but do have two special needs school groups coming to volunteer on a weekly basis***
- ***Reaching out to work based learning programs for summer 2021***

B. To revitalize a Youth Organization for young volunteers at the Center

Activities to reach that objective:	Person(s) Responsible:	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2020
Host a Half Day Summer Camp	Operations Director and Staff	Summer 2020	Participant evaluation sheets	\$0 -- revenue From 2 grants.	
Have Volunteers with Girl & Boy Scouts & Church Youth Groups	Operations Director and Staff	Ongoing	# Volunteers or Groups	\$0.00	

- **Limited in 2020 due to COVID**
- **2021 will continue to reach out to church youth groups (Donna Baddour) and 4H clubs**

GOAL #4: To be a community resource

Objectives:

A. To connect agencies & services to the community in need

Activities to reach that objective:	Person(s) Responsible:	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2021
Provide Information on Caring Place food donations, Chips & Snips - low cost spay/neuter	Courtney Bryson, Staff, & Operations Director	Ongoing	Information added to the website. # people served	0.00	

with MSV, RR, & MCAS partner, & Tractor Supply for low cost vaccines					
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- **GOAL MET**
- ***Began a partnership with Rescue Ranch & Morgan County Animal Services for Chips & Snips - more than 100 applications for low cost spay/neuter***
- ***Also assisting with the pet food bank at the Caring Place***
- ***Already received a grant in 2021 from Rachel Ray/Save Them All/Best Friends Animal Society for spay/neuters of community animals***

B. To provide needed medical care for citizens' pets

Activities to reach that objective:	Person(s) Responsible:	Deadline:	Evaluation:	Anticipated Cost	Progress at end of 2021
1. Work with participating vets: Banfield Grant [low income care] and other grant opportunities	Main St. Vet and Board	December of each year	# of community members served	\$0.00	

- **GOAL MET**
- **exhausted resources from 2019 grant & reapplying for 2021**