



# Strategic Plan

April 19, 2017

STRATEGIC PLAN - DEVELOPMENT

OBJECTIVE	MEASUREMENT	RESPONSIBILITY	TIMING
	Ensure that the Humane Society of Manatee County has sufficient sustainable and diverse resources through fund development		
Ensure that the Fund Development Committee is populated with members with appropriate expertise, board members and public	After determining the number of members needed a recruitment plan will be developed and executed	Ex. Director / Fund Development Committee / Board Chair	May - June 2017 Annually in December
Create three (3) sub-committees within the Fund Development Committee and populate with members, board and public	Create Prospect and Stewardship, Events and Engagement and Corporate Sponsorship sub-committees	Fund Development Committee / Board Chair / Board Members	Aug-17
Assessment of special events to ensure events are relevant and generating revenue to established goals	Maintain schedule of three (3) special events ensuring that ROI is stable or increasing vs prior years / potential changes / replacement	Ex. Director / Development Dir / Staff / Board / FD Committee	Annually April / May 2017
Ensure that all board members are given the tools required to engage in Fund Development	Make available quarterly training opportunities for board members and annually hold an offsite Board Retreat training event	Ex. Director / Board Chair Development Comm. Chair	Aug-17
Attain all goals set forth in the budget projections at a minimum and attain goals in the annual Fund Development Plan as stretch goals	Ex. Director and Development Director are responsible for attaining overall development goal Contributed Support (Total 4000) - bequest	Ex. Director / Development Director	Measured at end of Fiscal Year - September
Ensure that HSMC board members are fully engaged in fund development and fundraising, each board member on sub-committ.	Development Director shall present an annual Fund Development Plan to FDC (August) and HSMC Board (September) annually	Development Director / Ex. Dir Fund Development Committee	Annually at September Board Meeting

STRATEGIC PLAN - BOARD GOVERNANCE

OBJECTIVE	MEASUREMENT	RESPONSIBILITY	TIMING
Ensure that HSMC Board of Directors has an appropriate number of members with skills, expertise and commitment level	Maintain a board that governs effectively and is populated with members with diverse expertise and backgrounds Yearly assessment of number of new board members needed, recruit and elect new board members	Governance Committee / Board of Directors	Annually Sept / October
Ensure that all board members receive the tools needed to effectively provide leadership towards carrying out HSMC mission	Conduct board orientation training for all new board members Provide training opportunities as needed, schedule Board Retreat	Governance Committee / Ex. Director / Board Chair	September or as needed
Ensure that board members have appropriate knowledge and skills and are fully aware of all services and programs at HSMC	Quarterly board meeting educational opportunities and scheduling a tour of clinic and shelter with Executive Director	Governance Committee / Ex. Dir Board Chair	Apr-17
Ensure all board members remain engaged in carrying out goals of Strategic Plan	Periodic Strategic Plan performance reviews	Board Chair / Ex. Director Governance Committee	quarterly
Ensure all board members remain aware of their roles and responsibilities	Annual review and certification of board member job description	Governance Committee / Board Chair	Annually
Determine board members impressions of services and programs and overall effectiveness of HSMC impact in the community	Perform board self assessment	Governance Committee / Board Chair	Every two years Oct-18

STRATEGIC PLAN - MARKETING / PUBLIC RELATIONS

OBJECTIVE	MEASUREMENT	RESPONSIBILITY	TIMING
Ensure effective marketing and public relations strategy is completed annually	Populate the Marketing and Public Relations plan annually and update the objectives and completed objectives of the plan monthly	Ex. Director / Mkt. Committee	Annually in January Results updated month
Marketing and Public Relations Committee	Populate the committee with the appropriate number of qualified members - Board members and public	Ex. Director / Board Chair	Annually
Create Organization, Shelter and Clinic branding messages to effectively market and promote each	Creation of three (3) distinctive branding messages/contract with marketing professional to develop the branding messages	Ex. Director / Board Chair / Comm.	May / June 2017
Work with a preferred marketing consultant to achieve brand messaging / brand positioning and creation of branding book	At the conclusion of marketing brand messaging workshop results will share with staff and volunteers for implementation	Ex. Director / Board / Marketing Committee	Sep-17
Promote programs and services offered clinic & shelter Promote overall organization to build support and donor base	As per the Marketing Plan schedule traditional media (radio, print ads, brochures, flyers, coupons) and social media promotions	Ex. Director / Mkt. Committee	Ongoing
Promotion and public relations to increase awareness of HSMC	Effective use of print media, newsletters, press releases, events and speaking opportunities in the community 2 X per month	Ex. Director / Mkt. Committee Board Members / PR Sub-Comm.	Ongoing
Promote awareness of HSMC by updating and distributing an Annual Report	Annual Report to distribute at February, Because of You Volunteer Appreciation Luncheon & subsequent mailing to donor base.	Ex. Director / Board Chair Development Director	Annually in January Post on Website
Website updating and improvements	Adding content pages / create direct go to pages (links) Adding more animal updates adoptions w/video / mobile friendly	Ex. Director / Board Member Possible USF Intern	Ongoing

STRATEGIC PLAN - PROGRAMS AND SERVICES			
Ensure that programs and services are continued to meet the needs of the community's animals and aligns with our mission and strategic planning/reality based staff and budget			
OBJECTIVE	MEASUREMENT	RESPONSIBILITY	TIMING
Expand no cost / low cost spay & neuter program for both dogs and cats by 10% using available funding.	2016 = 1041 no cost / low cost spay & neuter surgeries total 2017 goal = 1145 low cost / no cost spay & neuter surgeries	Ex. Director / Clinic Practice Mgr. Medical Director	May-Dec 2017
Ensure that HSMC remain the leader in high quality / high volume spay & neuter surgeries and services in Manatee County	2017 calendar year goal of 6000 spay / neuter surgeries	Ex. Director / Clinic Practice Mgr. Medical Director	Jan - Dec 2017
Increase wellness services to meet the needs of the community's animals and HSMC clients 10 % growth.	2016 wellness patients 5018 with a goal of 5500 for 2017	Ex. Director / Clinic Practice Mgr Wellness Veterinarian	Jan - Dec 2017
Expand services ie: dental, x-ray and heartworm programs to meet the needs of the community's animals	As these services are newer measurement will be tracked by revenue growth as historical data is not available	Ex. Director / Clinic Practice Mgr Wellness Veterinarian	Jan - Dec 2017
Expand and grow existing TNR program outside of 34205, zip code Bradenton area, increase collaboration with TNR groups	Measurement will be tracked by GSAL Volume Client Revenue and any additional TNR groups with a goal of 10% expansion	Ex. Director / Clinic Practice Mgr Medical Director	By year-end 2017
Maintain adoption rate of 87 animals a month (1044 2017 YE) Second Chance Adoption Program	Measurements for adoptions are captured in monthly reports and a 95% retention rate for adoptions remains HSMC goal	Ex. Director / Shelter Mgr	Jan - Dec 2017

STRATEGIC PLAN - VOLUNTEER PROGRAM			
Ensure that HSMC effectively recruits, trains, utilizes, retains and acknowledges volunteers.			
OBJECTIVE	MEASUREMENT	RESPONSIBILITY	TIMING
Ensure that HSMC has in place effective volunteer programs that include opportunities at the shelter and clinic	Establish volunteer services committee comprised of staff, board members and volunteers	Ex. Director / Board Chair	May-17
Increase volunteer base by recruiting qualified volunteers Increase volunteer total hours per year from 8,000 to 12,000	Establish a volunteer recruitment plan and volunteer recruitment marketing and advertising plan	Ex. Director / Staff Volunteer Committee	YE 2017
Ensure that volunteers are informed, motivated and effective. Schedule increased and expanded volunteer training	Update volunteer handbook Update current training protocols / Update training schedule	Ex. Director / Staff Volunteer Committee	Fall 2017
Reward and acknowledgment of volunteers to promote excitement and retention of volunteers	Expand current reward and acknowledgment programs and create schedule of thank you events and monthly recognition programs	Ex. Director / Staff Volunteer Committee	Fall 2017
Recruitment of volunteers with diverse talents outside of the animal care ie: photographers, artists, USF students, <u>trades people</u>	List of potential skilled volunteers from Volunteer Services Committee and the number needed to be added to Plan	Ex. Director / Staff / Volunteer Committee	Fall 2017
Explore the potential of Volunteer Coordinator position OR Volunteer Coordinator / Special Events Coordinator & Social Media position	Ex. Dir. to present to Development Committee a business plan / job description- Volunteer Coordinator position / Special Events position	Ex. Director / Board Chair Development Committee	May-17