



**Strategic Plan
January 2022 to December 2025**

Jordan Craig, Executive Director

Our VISION

To create compassionate communities free of homeless pets

Our MISSION

To eliminate pet overpopulation through spay/neuter, while empowering communities to care responsibly for dogs and cats

Our CORE VALUES

Education: *To educate pet owners and the public on responsible pet care*

Diversity: *To serve people of all races and ethnicity*

Compassion: *To build humane communities and improve the lives of animals*

Integrity: *To deliver high-quality, low-cost spay/neuter services to low-income families*

Accessibility: *To bring spay/neuter services to neighborhoods in need*

Responsibility: *To reduce the intake and euthanasia of dogs and cats at local shelters*

Community: *To be a community resource on responsible pet care for communities throughout Texas*

Executive Summary

The Big Goal

Spay Neuter Network's overarching goal is to become the primary resource for helping Texas pet owners get access to affordable veterinary care for their dogs and cats, especially in underserved areas of the state.

Executive Summary

Spay Neuter Network (SNN) is a nonprofit organization that currently operates a regional spay/neuter clinic in Crandall, Texas (southeast of Dallas), two clinics in the Dallas/Fort Worth Metroplex, a mobile program, and a 13-county transport program in partnership with 35 North Texas cities and animal welfare groups, to provide free and affordable spay/neuter and basic wellness services to low-income pet owners.

Founded in 2004, SNN is nationally-recognized for its expertise in high-quality, high-volume spay/neuter services. Our mission is accomplished by offering free and affordable high-volume spay/neuter, wellness and vaccination services for dogs and cats in North Texas. There are an estimated 350,000 stray animals in North Texas. SNN strives to bring services and resources where there is little to no access to basic veterinary care for area residents. SNN believes if spay/neuter is made more affordable and accessible, people will be empowered to take better care of their pets.

Currently, SNN serves 3.6 million residents in North Texas, which includes Dallas, Fort Worth and Crandall, Texas, and the 13 counties around the DFW Metroplex. Since 2004, SNN has altered more than 300,000 pets and administered more than 400,000 vaccinations. Annually, SNN helps more than 45,000 low-income families with their pet's basic care. In 2021, SNN serviced more than 600 different ZIP codes throughout North Texas and provided services for more than 45,000 dogs and cats. More than 45% of our services are offered for free to low-income pet owners, and more than 80% include an additional discount on our already low-costs, thanks to funding and grants that help us serve these communities.

The Plan

SNN's strategic plan is the result of extensive and inclusive planning that involved input from SNN staff, partners in the greater community, local grant funders, and SNN's board of directors. The final version contained within these pages represents a team effort and a commitment for creating more compassionate communities free of homeless pets. The Plan outlines measurable, change-oriented, and comprehensive goals, strategies, and initiatives to help SNN achieve its goals while modeling best practices for animal welfare groups in the community. It builds on the organization's past accomplishments and expands SNN's influence and outreach to extend beyond DFW and encompass the entire state of Texas. This strategic plan not only addresses how SNN will meet ongoing challenges and take advantage of ongoing opportunities, but will also provide a roadmap for staff and board to carry on the vision and bring access to care to every dog and cat in Texas.

Within this main goal, SNN's board of directors identified five goals for SNN to focus on between 2022 and 2025: 1) Ensuring access to care for all dogs and cats in Texas by 2030; 2) Ensuring long-term sustainability for the organization; 3) Expanding SNN's brand awareness (locally, regionally, and nationally); 4) Expanding training and collaborations; and 5) Engaging and motivating our stakeholders.

1) Ensuring access to care

Through this goal, SNN is striving to be a resource for spay/neuter and access to pet care for every dog and cat in Texas by 2030. SNN has identified various strategies to bring services and resources to pet owners through other organizations and/or become "the" resource for pet owners needing pet care services in their community.

2) Ensuring long-term sustainability for the organization

SNN has relied on grant support for nearly two decades. Because of that support, the organization is on the cusp of being self-sustaining, but needs to insure certain programs are in place and a certain number of surgeries and services are completed annually. In addition, SNN needs to set an aggressive fundraising program to “friend-raise,” and create a future where the organization can sustain itself and its mission through community fundraising efforts. This section outlines the many ways SNN can use current and future services to sustain the organization well into the future.

3) Expanding SNN’s brand

SNN is ready to expand its brand across the state and become statewide and nationally-known for providing HQHV surgeries and services to the community, collaborating with partners on projects that further access to care, and training future veterinarians, vet techs, and other animal welfare professionals on HQHV. This part of the plan outlines strategies to achieve this goal through increased marketing, media and website expansion.

4) Expanding training and collaborations

SNN is committed to working with communities across Texas to identify problems and solve them. Through that effort, SNN wants to become a national leader in HQHV spay/neuter by launching a training center and other learning opportunities to share best practices in spay-neuter clinic operations and HQHV surgical skills. This section outlines SNN’s strategies for expanding training, introducing more collaborations with animal welfare groups and others, and launching a training center for HQHV vet and vet tech training.

5) Engaging and motivating our stakeholders

If SNN is to be successful, then it must have mission-driven staff handling everyday operations and a mission-driven board setting the course for the future. This section addresses ways to improve communications, training requirements, and policies and procedures to provide better support for staff and board and ensure everyone understands they are integral to the mission.

This Strategic Plan reinforces our belief in the lifelong mission of building compassionate communities free of homeless pets and provides a roadmap for the organization to follow as it works to achieve its goals.

SWOT ANALYSIS

Strengths

- Large scale spay and neuter services
- Strong leadership through board/ diversity of board / commitment to the mission
- Strong middle management and staff leadership
- Increasing employee morale (good trend)
- Strong reputation (overall, including with clients, funders, partners)
- Strong brand; true to branding guidelines
- Services provided to community
- Strong mission focus
- Strong/excellent financial position
- Staff support (willing to help staff and create a strong work environment)
- Good locations (team, mobile, etc.)
- Willingness to go beyond physical location to meet the needs of the community
- High patient care standard (quality care)
- Stats and measurement (quantify and communicate)
- Founder's leadership and passion
- Mobile unit in the community
- 311 call center
- Thinking outside the box for community needs / solution-oriented

Weaknesses

- Transition to new leadership
- Lack of diversity within staff
- Sustainability of Fort Worth clinic over long-term
- Expansion of Dallas clinic (Can we sustain it?)
- Board training: Find balance between board focused on strategy and governance while trusting staff for operations
- Need engagement of the board through better training and strategic level involvement
- Controlling admin expenses and lowering per-surgery expenses
- Inconsistent purchasing practices
- Manual inventory that is entered into two different systems
- Succession planning and staff training
- Mobile clinic (quality/cost/sustainability/safety) (finding money to repair and update; money to get it on the road/park it, and vets to operate it;
- Struggle to follow through on initiatives (staff)
- Message delivery to the staff (clear, consistent communications to each of the clinics)
- Lack of vet consistency; vet hiring
- Technology (but getting stronger)
- Need more balanced funding: direct mail / individual donor over-reliance on grants)
- Public relations - need better relationship with the media need press releases
- Lack of culturally-relevant marketing for community (not enough Hispanic marketing)

SWOT ANALYSIS

Opportunities

- Lots of demand/community needs (311, mobile clinic)
- Potential to scale SNN model to other communities
- Money available: 1) funding opportunities; 2) individual/storytelling/planned giving; 3) developing relationships over the long-term, beneficiaries for wills, etc.
- Turning fundraising events in “friend-raising”
- Partners/collaborations – Each bring a different perspective to keep services focused and increase impact/reach
- Need for HQHV vet training (gap in the market)
- Mentor small spay/neuter clinics to help spread out admin costs (gap in market for admin support to the smaller clinics)
- Build relationships with vet schools throughout the region to secure the next generation of spay/neuter vets

Threats

- Low availability of vets and vet techs for hire
- Increased demand for higher salaries from both vets and vet techs
- Inconsistency in the services provided by each vet
- Not current with crowd funding/giving trends
- Competition with other providers/unwillingness of TCAP and SPCA to collaborate
- COVID and global health
- Inclement weather patterns
- Grant funding (shifted from spay/neuter and animals onto people and pet owners)

STRATEGIC GOALS

Access to care

1

Long-term sustainability

2

Brand expansion

3

Training and collaborations

4

Stakeholder engagement

5

GOAL 1 - Access to Care

Goal 1: Ensure access to affordable basic veterinary care and information on pet care for every dog and cat in Texas by 2030

Strategy 1: Develop programs that support pet owners and increase access to care for their pets

Action Step 1: Create online referral program that identifies access to care for people within their respective communities in Texas

1. Identify low-cost clinics (for profits and nonprofits) that can help people in veterinary deserts for online referral program
2. Create a resource list and map that is accessible through the SNN site with what pet owners need to get access to care in their communities
3. Focus advocacy efforts on socially and economically disadvantaged pet owners
4. Partner with local vets to provide access to services out of SNN's offerings to help build awareness about SNN during this process
5. Increase access, where able, to low-cost, high-quality spay and neuter services through the use of transportation services and strategic placement of the mobile clinic
6. Work with local groups or government agencies to fill gaps in service areas
7. Fill all gaps by 2030

Strategy 2: Expand spay/neuter education and outreach in Texas

Action Step 1: Expand education to educate pet owners, youth and the general public

1. Create an outline of educational pages for website to further educate the public and young people
2. Write website content that includes an interactive page for young people to learn more about S/N and wellness
3. Create an "Ask the Vet Live" forum on social media on a weekly basis to bring more resources
4. Continue writing Executive Director's blog to provide information about spay/neuter or other animal issues
5. Develop education programs (in-person and online teaching) and educational materials for online consumption for both children and adults
6. Create a SNN YouTube Channel and include a series of videos with veterinarians answering basic questions about spay/neuter, my first puppy or kitten, etc.
7. Continue humane education programs in FWISD (and elsewhere as able), as funding is available and pandemic circumstances provide, to educate children on recommended pet care and dog bite safety

Strategy 3: Develop a new business model for the mobile clinic to expand operations outside of DFW and into other underserved areas of Texas

Action Step 1: Create a new business plan for the mobile clinic to operate 48 weeks a year; plan to include locations, logistics, staffing, and marketing components

1. Locate a rural or urban area without services and negotiate a place to park the mobile for long-term impact project

GOAL 1 - Access to Care

Strategy 4: Develop and maintain relationships with government agencies, veterinary schools, veterinary clinics and other nonprofit organizations to inform them about access to care

Action Step 1: Develop relationships with veterinarians, vet techs and rescue groups in the community so they understand the mission and role SNN plays in the community

1. Have medical director develop baseline survey for local vets for input into developing access to care model
2. Have medical director initiate contact with veterinary schools and develop programs, like externships and HVHQ training school, that can help graduating vet students develop strong surgical skills, and a desire to devote their careers to mission-oriented work
3. Have medical director and ED speak at local and Texas-based veterinary conferences to talk about lack of access to care in low-income areas

GOAL 2 - Long-Term Sustainability

Goal 2: Develop and implement strategies to ensure sustainability of the future vision of SNN: Financial, People, and Infrastructure

FINANCIAL

Strategy 1: Maintenance and expansion of surgical capacity

Action Step 1: Short term (Maintenance) - Maintain 27,500 sterilizations until staffing challenges are met (this number may increase based on the approved budget)

1. Address internal staffing issues (see People) so that all areas of need are covered at each clinic
2. Review with current veterinarians the days they can work and what locations they will work in. Move vets as needed (and able) to keep clinics full
3. Staff clinics four days a week in Dallas and Fort Worth, and five days a week in Crandall
4. Operate mobile clinics in the community once a month, providing 40 sterilizations each time; move clinic locations every few months

Action Step 2: Long term (Growth) – Increase sterilization surgeries to 31,000 in 2023 and to 35,000 in 2024

1. By 2023, determine additional staff needed to operate the mobile vehicle (driver, veterinarian, vet techs, on-site billing) and wellness programs
2. Hire staff that is flexible to work at various locations to expand our ability to do more surgeries and help more people
3. Increase days of service or double up several days at each clinic to increase possibilities for more surgeries
4. Rent or purchase a new place in Dallas to expand the ability to do more surgeries and help more people
5. Rearrange the FW clinic to establish 3 surgery table setups in the space available
6. Perform enough surgery volume annually to bring operational cost to under \$30 an animal by 2024

Strategy 2: Maintenance and growth of all wellness services

Action Step 1: Maintain and expand vaccination clinics

1. Develop an immediate plan to STOP wellness closures (*Hire one part-time person for each clinic to handle wellness services*)
2. Develop partnership with one large chain (i.e. Fiesta, Dollar Store, etc.) to host and promote vaccine events
3. Partner with other animal welfare organizations to collaborate on expanding availability of clinics while working to increase staffing and sustainability of vaccination clinics
4. Evaluate the need for additional staffing for off-site vaccine clinics

Strategy 3: Adherence to budget and cash flow

Action Step 1: Budgeting and expense structure

1. Adhere firmly to monthly budgets
2. Reevaluate current pricing structure and restructure as needed to sustain clinic and staffing levels and pay and benefits cost of operations insurance and supplies, etc.
3. Evaluate closure of FW clinic and using mobile placed at fixed site for 2 days a week and use remaining staff for wellness. Make decision at the end of June 2022 if clinic is not profitable
4. Review and follow all financial policies and procedures
5. Review all CCS costs per item and develop a way to determine actual supply cost per surgery so that cost can be closer to reality. Enter cost in CCS

GOAL 2 - Long-Term Sustainability

6. Determine frequency for taking inventory (weekly/monthly/quarterly) and set SOP
7. Develop a process for re-ordering supplies for each department to stay within monthly budget
8. Set up a notification in QuickBooks to tag line items when going outside the budget so they can be addressed ASAP
9. Finance committee to help streamline reporting to Board at a higher level
10. Establish regular monthly meetings to be held with Director of Finance and Treasurer

Action Step 2: Identify budget costs associated with completing the strategic plan and develop a plan for funding them.

1. Develop a list of projects where additional funding is needed to complete the strategic plan and how we want to pay for those programs (i.e. through donor solicitations, city collaborations, funders, or reserves)
2. Research and create a spreadsheet to find grant monies over and above the usual grant plan

Strategy 4: Identify new revenue streams to increase income

Action Step 1: Evaluate additional medical to increase income stream and keep veterinarians engaged

1. Evaluate adding additional medical services for rescues
2. Evaluate adding additional medical services for those with proof of low income
3. Determine how much additional staff will be required (generally one extra staff person)
4. Outline the services the vets are willing to offer at the clinics (to keep them engaged long-term), i.e. dentals, health certificates, heartworm treatments, skin scrapings, and fecals to determine participation level
5. Evaluate the services for the community and what would be charged to determine if it provides sustainability
6. Apply for Petsmart's Access to Care grants

Actions Step 2: Develop an income-generating training and externship program for vets and technicians

1. Connect with other programs that are doing this and put together a written procedure and program that can be sold to schools (End of 2022)
2. Set a budget (end of 2022) for the program to begin externship program in January 2023
3. Determine a fee structure (end of 2022)
4. Hire an ambassador who can then sell the program to large veterinary schools, clinic ownership companies, and tech schools. (Last quarter of 2022)
5. Set a goal for the number of veterinarians and vet techs that will go through the program each year.
6. Develop hiring protocols for students that have gone through the program

Strategy 5: Expand fundraising outreach and increase individual donations to \$250,000 by end of year 2025

Action Step 1: Expand staff to include a new Director of Fund Development by 2023

1. Develop job description for candidates and salary requirements
2. Post and promote job opening to secure quality candidates from any nonprofit industry
3. Evaluate current contractor services to determine if and/or how they will transition under new director or complement new or ongoing services being provided by SNN

Action Step 2: Hire direct mail company that can help with digital and/or traditional fundraising campaigns

1. Interview and review options for a direct mail company or digital fundraising company that believes in our mission and can set up well-rounded campaigns to match our needs

GOAL 2 - Long-Term Sustainability

2. Pull money from reserves to commit to spending money knowing that this is a long-term project and it takes a while to see results. Commit to a 3-year spend
3. Determine current number of individual donors and set target number for increase in number of individual donors with vendor
4. Write and send out a fundraising e-blasts 12 times annually
5. Write and mail traditional fundraising letters 3-4 times a year until transition to online giving is more common for people
6. Create monthly in-house giving programs to incentive the team to participate in asking for donations
7. Ensure that any new system we have in place to replace CCS allows for giving at the time of scheduling appointment and those funds are deposited immediately for the account as to not be added to the balance due on the day of services
8. Cultivate high-end donors with personal emails, calls and updates on our programs
9. Increase transparency by updating the website with new programs for donors to have easy access to programs and matrix

Action Step 3: Expand fundraising events from two to four annually

1. Research and identify ideas to bring in a new pool of donors; not necessarily animal-related programs
2. Research using an events company to help increase success
3. Explore opportunities for fundraising available through Engaging Networks or online giving sites
4. Ask for board support in expanding email list for online fundraising
5. Identify and implement 2 fundraising events in 2022
6. Identify and implement 3 fundraising events in 2023
7. Identify and implement 4 fundraising events in 2024

Action Step 4: Expand in kind donations to SNN

1. Create wish list of items needed to share on our website (and links to where they can be purchased), so that potential donors can go online and purchase items needed
2. Promote a monthly Amazon or Chewy wish-list item on social media and/or with client reminders and/or invoices, along with a link to where they can order the item for us

Action step 5: Executive team to meet and bring three (outside-the-box) revenue-streaming ideas to the board by the third quarter of 2022

1. Consult with other nonprofit organizations about the different ways they raise additional monies, i.e. aluminum can collection, cell phone collections, etc.
2. Bring ideas with budget/come projections to the board for consideration

Strategy 6: Develop a franchise plan of our successful programs and management services to support other spay/neuter clinics in the state (marketing, HR, operations, software, purchasing power, inventory control)

Action Step 1: Strengthen and expand opportunities for mentoring and networking among organizations throughout the state

1. Hire a person to oversee the expansion and development of our management contracts/franchise support to other spay/neuter clinics throughout the state. (This person will be the same "sales" person who contacts and works with organizations to use our training facility)
2. Work with marketing to determine branding opportunities within this framework

GOAL 2 - Long-Term Sustainability

3. Identify the various levels of support that we can offer these groups and put them into packages that can be marketed directly to these clinics
4. Identify clinics throughout the state that need help
5. Reach out to them to share/sell our various packages of support
6. Work with city shelters to determine the need for off-site spay neuter services
7. Talk with shelters that currently perform spay-neuter services in-house and talk about possible savings by contracting them with SNN
8. Talk with smaller shelters without services and determine how to help ensure that all animals are spayed/neutered before release
9. Develop a marketing plan to assist small like organizations with customer service, scheduling, marketing, buying power etc.
10. Assign someone to sell this service to other clinics
11. Look at the possibility of adding additional clinics to our system through merger or independently-operated
12. Write best practices for all operational standards to share with others during mentoring process
13. Write best practices for board development to share with others during the mentoring process

PEOPLE

Strategy 7: Develop programs to expand staff recruitment, training, and development to maintain top-level staff

Action Step 1: Build a depth of veterinarians to ensure that clinics are run at full capacity at all time

1. Develop a clear JD on what is expected on typical day at SNN (surgeries required, wellness, species breakdown)
2. Develop a pay structure and salary requirements set by experience, etc.
3. Hire mission driven full time veterinarians and fill in with contract
4. Work with medical director to stabilize and standardize all procedures and policies at each clinic
5. Develop a written training program for current veterinarians that wish to hone their surgery skills
6. Schedule 3 open house events each year for current full-service practice vets to attend

Action Step 2: Develop an on-going vet tech recruiting program to ensure that someone is always in the bullpen to take another's place

1. Develop a training program for technician schools, 4-H students and high school animal tech programs
2. Produce a marketing / promotional piece for the program
3. Set a goal for recruitment each year

Strategy 8: Expand SNN's volunteer base to 60 active volunteers (10 hours or more a month) by 2025

Action Step 1: Review and assess SNN's current volunteer program to provide a baseline for comparison and a mechanism for communication

1. Review and revise current volunteer application and onboarding process
2. Review and update job descriptions for volunteer roles
3. Review current protocols for handling and monitoring volunteers
4. Review volunteer management options and utilize a cost-effective option to manage volunteers

GOAL 2 - Long-Term Sustainability

Action Step 2: Develop protocols, policies, and job descriptions for volunteers to engage with SNN

1. Continue to expand volunteer opportunities for SNN programs
 - Clinic volunteers
 - Outreach volunteers
2. Make volunteer descriptions accessible through print and online
3. Create volunteer orientation program that covers SNN's vision, mission, policies and work for the community that is available online
4. Develop separate training and orientation programs for outreach and clinic volunteers (i.e. clinic volunteers must go through SNN's training school before volunteering)
5. Build a program that offers the State Board certification program to volunteers that work at the clinics for a set number of hours
6. Identify community groups interested in volunteering with SNN and develop group volunteer program options
7. Announce volunteer opportunities on Facebook and Twitter
8. Develop modes of communication with volunteers to keep them engaged and excited about the work
9. Develop and implement community outreach volunteer program with targeted neighborhoods
10. Find a volunteer to capture video of some of our neighborhood events and edit/create a video of our activities

Action Step 3: Provide opportunities and reward volunteers for participating in SNN's volunteer program

1. Recognize a volunteer monthly, then weekly as the program expands on social media
2. Host volunteer recognition day during National Volunteer Month (April) at clinic
3. Honor your top 5 volunteers on social media during your volunteer recognition day; tell short one paragraph stories about your volunteers, include photo and short summary of what they do for SNN
4. Select identifying apparel (apron, t-shirt) for people to wear when volunteering with SNN
5. Create a reward system based on hours or years contributed to SNN (Patches, pins, buttons, etc.) that they can wear on their volunteer apparel

Infrastructure

Strategy 9: Create and maintain a system of review for SNN's clinic equipment, computer equipment (this has already been created by needs updating from 2020), transport and mobile vehicles

Action Step 1: To create an inventory and/or checklist system for all SNN's equipment by department and facility

1. Create an inventory list for all equipment (including age and repair dates) and equipment needs along with service/repair providers for each piece of equipment
2. Determine suggested replacement dates for all equipment
3. Determine a process for inventory control and inspection of equipment, including frequency to ensure all items are working properly
4. Create backup plan for essential equipment needs that must be pulled from operations for repair
5. Create a policy for updating the list quarterly

Action Step 2: Improve the efficiency of transport and mobile clinic vehicle maintenance and repairs

1. Develop a service record checklist for reporting on vehicle usage, regular vehicle maintenance, and repairs for each vehicle
2. Develop a vehicle inspection checklist for weekly use

GOAL 2 - Long-Term Sustainability

Action Step 3: To ensure proper inventory is ordered and maintained on all transport and mobile clinic vehicles

1. Develop individual checklists for vehicle inventory needs for all transport and mobile vehicles
2. Develop checklist of surgical inventory supplies needed for mobile clinic
3. Create reporting mechanism for ordering items for each vehicle

Strategy 10: Create systems to ensure the safety of all data and communications of SNN

Action Step 1: Create communications policies and procedures

1. Create policies and procedures for use of company cell phones and lap tops
2. Create policies and procedures for where all data, programs, worksheets are stored
3. Review create storage and usage processes to help ensure cost/benefit or ROI projections

Strategy 11: Expansion of Dallas clinic

Action Step 1. Purchase or rent a larger location for Dallas for spay/neuter facility (Crandall will remain headquarters and training facility)

1. Form a subcommittee of Finance committee to begin search Jan 2022
2. Line up a realtor to help locate both rental and sale options (Completed November 2021)
3. Put together specific location boundaries that we want to stay within
4. Determine size requirements
5. Be sure that realtor gets approval for lease of animal clinic/or use of building for animal clinic
6. Bring final options for rental or purchase (committee wants to see both) by end of the 2nd quarter
7. Look for City or donor funding sources once decision is made
8. Committee to take recommendations to the Board by June 2022 meeting for vote
9. Purchase or sign lease

Action Step 2: Prepare new clinic location for use by end of the 3rd Quarter

1. Determine lay out
2. Get bids
3. Board votes on contractors and design
4. Hire contractor
5. Check equipment list together (take everything you can from current space including signage)
6. Put together Budget
7. Get Budget approval

Action Step 3: Move in to new Dallas clinic

1. Schedule open house event
2. Accept first customers 1st Q 2023

Strategy 12: Expansion of Crandall for training school/Operations end of 2022

Action Step 1: Evaluate current space and determine if the expansion is needed

1. Complete a list of space requirements needed to run operations/ school and increase surgeries
2. Make a decision on whether expansion is necessary 1st Q 2022
3. Take desired budget to finance committee for approval to move forward on working with contractor if expansion is determined
4. If not expanding, work on budget to ensure students have someplace to stay/place to work from
5. Prepare budgets for Board approval

GOAL 3 - Brand Expansion

Goal 3: Develop and implement marketing and program strategies to increase brand awareness, become a resource for the media/community and animal welfare organizations, and expand outreach into culturally-diverse communities

Strategy 1: Identify core audiences for SNN's work and ways to expand target audiences

Action Step 1: Develop separate, but comprehensive marketing plans on how to reach audiences to increase awareness, donations, and access to care, depending on the specific audiences

1. Animal welfare field - Create marketing plan to make SNN well-known within animal welfare field, nationwide
2. Potential donors - Develop marketing program to create more brand awareness of SNN's mission and promote word-of-mouth referrals to our program
3. Potential clients – Identify marketing avenues for reaching our potential clients and providing them services
- 4 Funders - Develop modes of communication with funders to educate and illuminate them on the success of programs that they are funding or could potentially fund

Strategy 2: Expand general outreach to include more aggressive and innovative communications with target audiences and tie-in messages via SNN website, social media and marketing efforts

Action Step 1: Develop more content (written, video, etc.) for social media

1. Ask staff to take pictures at all events via cell phone to create a photo bank of images for social media, annual reports, eblast fundraising stories, etc.
2. Create online materials, costs and registration for the new training school for vets and vet techs
3. Ensure SEO for every new web page
4. Develop an annual calendar that outlines the media/marketing support for every SNN event, fundraising program, spay/neuter special, and grant fulfillment effort
5. Promote programs via emails and press releases to targeted media
- 6.. Schedule interviews for the new E.D. to talk about SNN's programs on radio and TV
7. Expand social media efforts by providing regular posts for Facebook and Twitter that include the executive director and medical director talking to SNN's audiences
8. Expand marketing into other marketing mediums

Strategy 3: Develop stronger relationships with the media and establish SNN as "the" expert on animal issues

Action Step 1: Create media lists and establish more relationships with the media

1. Create a media list of all traditional media in the Dallas/Fort Worth/Kaufman County and 13 counties
2. Create a media list of all traditional media in communities where we are mentoring spay/neuter agencies
3. Develop relationships with the media so they know they can call SNN when working on stories that require information/ expertise on spay/neuter issues or topics that include providing necessary resources to help keep people and pets together, regardless of where they are in the state
4. Educate and inform the media via information emails and/or press releases on spay/neuter issues, special events, fundraising programs, grants, and ongoing successes and statistics of any and all of SNN's programs

GOAL 3 - Brand Expansion

5. Create and develop one-page marketing materials for all programs, as needed, to be able to provide media with background information on a program, including up-to-date stats
6. Send press releases for specific months, i.e. heartworm prevention month, parvo awareness month, etc. with number of cases in Texas
7. Send press releases and/or create social media when there is advice SNN can pass along on pet care or current events related to animals (i.e. huge distemper outbreak in shelters may result in our vet educating the public through traditional media and social media on what it is and how simple it is to stop)

Strategy 4: Update website with information on all SNN programs so donors and others can visit our website and see every program we offer

Action Step 1: Identify current programs that we can write about for the webpages

1. Create a dashboard for each program
 - A. Update monthly on the page where we are at reaching our goals
 - B. Note project budget, how much we have raised, and how much more we need to complete project
2. Post videos and photographs of us working towards that goal
3. Add a button on the page so when people are excited about the program they can donate directly to that program

Strategy 5: Plan 20 years of service yearlong celebration for 2024

Action Step 1: Establish a 20-year anniversary committee of board members and executive staff to begin planning

1. Create year-long celebration calendar and marketing plan to build awareness of SNN's work
2. Hold mass spay-neuter event for Guinness World Records
3. Find out Guinness World Records application process by early 2023

GOAL 4 - Training and Collaborations

Goal 4: Be the state resource for animal agencies to find best practices for clinic operations, training for HQHV surgeries, and collaborate with partners to improve access to care

Strategy 1: Collaborate and partner with other animal welfare organizations to ensure SNN's mission and vision are represented in the community

Strategy 2: Increase awareness among colleges about spay/neuter and the SNN mission

Action Step 1: Develop incentives to engage students

1. Develop an Innovation Award competition for college groups to come up with a new, innovative way to meet our mission. Target students getting their Master's degrees
2. Determine logistics, implementation and recognition of the award

Strategy 3: Develop training opportunities and training school to prepare the next generation of HV vets

Action Step 1: Develop an HVHQ school to train future veterinarians and vet techs in HV spay-neuter techniques (Medical Director, 2023)

1. Create externship program for veterinarian students, veterinarians, and vet techs to learn HVHQSN skills (Medical Director, 2023)
2. Build an HQHV training facility complete with accommodations for incoming students (Medical Director, 2023)
3. Build relationships with clinics, shelters, and vet schools with shelter medicine programs to encourage externships and educate the next generation of veterinarians on spay-neuter (Medical Director, 2023)
4. Attend and present at TVMA and veterinary school shelter vet programs
5. Develop relationship with local veterinarians that may want to send new hires for training
6. Work with corporate veterinary clinic owners to train their vets on HVHQ spay/neuter techniques

Action Step 2: Plan a Regional Spay/Neuter conference for clinics, vets, shelters etc.

1. Determine the year for the conference (2024)
2. Begin content development and logistical planning
3. Identify when and where to host the conference (in person or teleconference) and number of potential attendees
4. Notify the animal community in Texas (and surrounding states)
5. Create registration for conference
6. Create a budget and sponsorship list
7. Research partnering with Texas Unites for the conference

Strategy 4: Share and mentor with municipal shelters, humane shelters, and animal welfare groups regarding the Pet Support and Resource Center case management system

Action Step 1: Plan a mini-conference for sharing information and database

1. Plan conference
2. Seek funding to share the new database to help organizations across the state expand their services to the community (2022)
3. Develop a list of organizations to invite to the conference
4. Find site and coordinate logistics to host by third quarter 2022 (review in-person or teleconference options)
5. Invite partners DAS and DPA to help plan the training

GOAL 5 - Stakeholder Engagement

GOAL 5: Stakeholder Engagement: Improve communications, training and support to motivate staff and board performance

Strategy 1: Create a more formal company structure with strong policies and procedures to help define accountability, improve hiring and stability along with building engagement from staff in our mission

Action Step 1: Work with Oasis to build a more comprehensive formal training, hiring, employee review and HR plan with goals and accountability structure with required skills for all employees at SNN (Oasis, ED)

1. Train management team on HR (developing JD, setting salary ranges, developing goals for the team, reviewing job performance). (Assigned to Oasis, DCO, ED, Clinic Managers Done by June 2022)
2. Set up a formal job posting openings (where to place ads to keep control over spending), formal interviewing process, and measurement for new hiring policy (length of hiring, length of stay etc.) (Oasis, HR Committee, DCO, ED)
3. Set up a clear path for the team to go to HR with issues (Oasis)
4. Develop a procedure for On Boarding of new hires, reviews and exit interviews, paperwork closure (Oasis)
5. Redo all Job descriptions with clear skills, goals, measurements, responsibilities and salary ranges based on company size, years of work experience, etc.
6. Perform Quarterly employee surveys focused on specific areas. Procedure to address issue, reporting to HR Committee, and improvement in measures (Oasis)
7. Hold daily huddles at the clinics to review daily goals (CM)
8. Review the option of discontinuing insurance and offering a stipend instead (Oasis)
9. Review options for 401K plans, Health Savings plan, etc. (ED, Oasis)
10. Schedule Life betterment education for staff(budgeting, retirement savings, etc) (Oasis)
11. Set 3 measurable goals per positions with a process for accountability (Use codes in CCS to track, develop reporting document for HR Committee. (ED, Oasis, HR committee) (Board approval)
12. Develop specific work and study requirements for staff per position
 - a. All veterinary techs must pass the certificate course Level 1 within the first year of employment, course 2 by second year etc. (This is a requirement to work for SNN, not an incentive driven program.)
13. Review HR policy on unexcused absences and tardiness to strengthen policy and accountability
14. Develop solid parameters for managers to follow regarding employee performance

Action Step 2: Work to keep the staff engaged in the mission of our organization by including them in the successes, customer satisfaction, challenges, programs, and stories

1. State of the Union Address will be scheduled each year for the staff (ED, Board)
2. Be sure that there are consistent policies and procedures at each clinic so that branding and services are the same at each (DCO, DOM, ED)
3. Come up with contest to have the staff contribute to ideas for improving services, saving cost, sharing our stories
4. Use employees more often in social media to encourage involvement and buy-in
5. Post staff on our social media platforms introducing them to our customers and supporters
6. Prepare an SOP on how the 12 acts of kindness can be used, how the staff makes decisions and then how we will be sharing on social media
7. Create volunteer opportunities for staff beyond their normal scope of work to increase engagement with the overall mission. Staff to volunteer at one event per year

GOAL 5 - Stakeholder Engagement

8. Set KPI's which are mission driven per positions, monitor and track. Post for each position
9. Clinic managers to work towards engaging the staff by giving them one thing to do above and beyond their routine work (a specific cost-saving program, a specific training to other staff, etc.)

Action Step 3: Fully and appropriately staff each clinic to accomplish metrics and sustainability

1. Develop a plan that will ensure that you always have someone in the bull pen to fill spaces
2. Review historical information on hiring and retention to understand normal length of time each position is employed and develop procedure for having someone in place before others move on
3. Bi-lingual CSR at each location
4. Bi-lingual call center staff person
5. Schedule regular job fairs
6. Do a thoroughly in-depth research project on other high-volume clinics staffing requirements (Oasis, HR Committee, DCO)

Action Step 4. Review all SOP's/written policies and procedures to ensure continuity within the organization

1. Review all accounting procedures for billing grants, inputting into QB, getting Audit ready, moving data from CCS to QB, etc. (DOF, Finance committee)
2. Review/develop SOP for call center (Sabrina, DCO)
3. Improve consistent tone and message for initial client contact by the development of standard scripts
4. Review current media and branding policies, procedures, etc. (Marketing committee and DOM)
5. Review all clinical SOP's including supply ordering, cleaning (clinic and equipment), etc. (MD, DCO, CMs)
6. Post all SOP and make available to staff (DCO)
7. Review and do surprise visits for State inspections at each clinic 2 times a year, including DEA reviews (ED, MD)

Strategy 2: Board of Directors to lead organization to become a Thriving Nonprofit in all 14 Attributes by the end of 2024

Action Step 1: Do an initial assessment on where the organization currently stands in all 14 Attributes

1. Blind survey for Board members to determine scores for each category (BC Jan 2022)
2. Board Members to complete an assessment form on themselves as a member
3. Executive Committee to work on putting together score card for starting point and tracking forward
4. Board to determine their mission statement
5. Develop a set of values and communication guidelines for the Board
6. Assign specific timelines, measurements and goals for all categories to committee to work on
7. Committees to use a formal reporting document to the Board with objectives for the year

Action Step 2: Build a comprehensive and formal plan for Board Diversity, Board responsibilities, committee reporting, leadership relations, leadership pipeline, board performance reviews

1. Prepare a matrix of current members, find whole and develop a recruitment package, target audience (Recruitment committee)
2. Review current Board responsibilities and adjust
3. Write officer responsibilities
4. Review committee charters, set up consistent reporting documents, each committee to set objectives for the year
5. Committees to become project-based through strategic plan

6. Set up formal Board member performance reviews to be lead by the ED
7. Reduce number of overall board meetings annually and move board work to committee level to leave higher-level discussions for board meetings
8. Encourage board members to to volunteer for at least one special event a year so they can meet the team and see the mission in action

Action Step 3: Ensure that the organization has a formal budget and fundraising process

1. Set clear goals for treasurer and finance committee
2. Review finance policy and procedures every 2 years
3. Evaluation and solutions to cash flow, amount to operating expenses in unrestricted funds, AR and AP amounts, endowment funds
4. Develop a policy for what can be pulled from reserves each year to achieve mission on top of operation expenses
5. Prepare a formal budget process
6. Help the team develop a fundraising plan with cost, goals ,etc. to ensure our revenue streams are balanced and diverse

Strategy 3: Educate the staff and board to ensure programs are mission-centric

Action Step 1: Establish procedures

1. Bring in experts at board meetings to talk about trends in the field so Board is up-to-date on current work being done in our field
2. Arrange for Board and ED to attend conferences, trainings, webinars, etc. to stay current

Action Step 2: Help staff develop a strong clear brand with a large voice in Texas

1. Build a program for a visible external presence
2. Build a scalable strategy for growing and engaging diverse stakeholders
3. ED and Chair are visible, vocal, and effective public voice.
4. Board members provided with regular tools needed to share stories to help build reach

Strategy 4: Create and maintain an exciting and marketable Strategic Plan with metrics and evaluation components

Action Step 1: Develop plan for tracking and reviewing Strategic Plan

1. Board to approve Strategic Plan (3-year)
2. Committees to be assigned to measuring and tracking all aspects of the Plan and reporting back to the BOD
3. BOD to meet annually to make adjustments to the plan
4. Towards the end of year three, plan a Board retreat to review the plan and extend the plan with updates or develop next long-term plan.