

Key Areas	Goals	Desired Result (objectives, targets)	Action Steps (how the goal will be accomplished)	Group/Person Responsible	Timeline	Updates/ Notes
Organizational Development (Exec Comm, LT, Sophie)	A strategic plan will be developed, referred to, used and maintained	Completed, referred to as a guiding instrument, maintained	Commit to, budget resources to develop, hire facilitator	Board, LT	Done	
			Set dates to work on	Board, LT	Done	
			Create and approve staff-level draft	Board, LT	Done	
			Present near-final draft to board, seek input	Board, LT	March 2022	Done
			Approve strategic plan	Board, LT	March 2022	Done
			Receive training in using and maintaining plan	Board, LT	March 2022	Done
			Maintain and update	Board, LT	Ongoing	Ongoing
	Diversity and inclusion will be given attention in all areas - e.g. programs, outreach and communications, community engagement, staffing and volunteers	To better represent the community we serve, and therefore better serve our community	Recruitment, retention, and engagement strategies will be developed	Board, Committees, LT	Ongoing	Ongoing
Organizational Structure (Exec Comm, LT, Sophie)	By-laws will be amended	Thoroughly reviewed and amended as necessary, communicated and/or made available to appropriate persons	Review bylaws for amendment procedures, determine timeline for amendments	Nom/Gov Comm	Jan-22	Done
			Identify recent actions/changes that required bylaws amendments (mission statement, committees, etc.)	Nom/Gov Comm	1st Q 2022	Done
			Hire a consultant to draft recommended bylaws revisions, present to board for discussion and preliminary approval	Consultant, Nom/Gov Comm	1st Q 2022	Done
			Approve bylaw revisions in accordance with amendment procedures and pre-determined timeline	Board	Before 2022 Annual Meeting (May 2022 Board Meeting)	Done

	Additional board members will be recruited and added with an emphasis on under-represented needs of the board and organization	Board members recruited and added on ongoing basis per a written needs assessment and plan - all board members participate in the process	Update Board Matrix with current board, assess strengths and weaknesses/areas of need	Nom/Gov Comm	Feb Nom/Gov Comm meeting	Done
			Create/Update/Inventory board position description, outreach communication template, application	Nom/Gov Comm	Feb Nom/Gov Comm meeting	Done
			Brainstorm and identify potential board nominees	Board, Nom/Gov Comm	1st Q, 2nd Q	Done
			Consider meeting with org's and groups to ask them to recommend a rep	Nom/Gov Comm	2nd Q	N/A
			Send recruitment materials to potential board members, schedule personal visits or meetings	CEO, Nom/Gov Chair	1st Q, 2nd Q	Done
			Consider and approve board appointments at July Annual Board Meeting	Board, Nom/Gov Comm	July	Done
	Committees will operate efficiently and productively, and further pre-determined goals/strategies of the organization	Goal statement is realized and over time committees conduct the "work" of the board and are responsible for their portion of strategic plan	Committees will confirm and/or revise committee descriptions, as necessary	Board, LT	Annually	Done
			Committees will refer to strategic plan to establish priorities, work plans, and meeting schedule	Board, LT	Monthly	Done
			Committees will review number of members vs. workload - recruit as necessary	Board, LT	Quarterly	Done
			Committees will regularly report to CEO and board	Board, LT	As needed, based upon committee meeting schedule	Done

		Org Dev. Structure	Committee work will be reflected in strategic plan	Board, LT	Ongoing	Ongoing
	Existing and new relationships, partnerships, and collaborations of "importance" will be identified and maintained	MHHS will benefit from strategic partnerships that support the organization's mission, vision, services and operations, growth plans	List and prioritize current relationships of "importance"	Board/Staff LT	June 2022	Started (municipalities, high volume partners)
			Determine if any relationships of "less importance" should be discontinued or minimized	Board/Staff LT	June 2022	Started (municipalities, high volume partners)
			Identify relationships that should be developed or strengthened	Board/Staff LT	September 2022	2023
			List requirements for maintaining each important relationship (mail, meetings, collaboration, etc.)	Board/Staff LT	June 2022	2023
			Identify and coordinate MHHS rep to represent MHHS	Board/Staff LT	June 2022	2023
			MHHS rep maintain relationship, report to MHHS, as necessary	MHHS rep to relationship, partner	July 2022	2023
			Coordinate necessary volunteer needs to maintain relationship with Volunteer Manager	MHHS rep to relationship, partner, Volunteer Manager	July 2022	Done

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Fund Development (Devel Comm)	A fund development plan will be created and used to pursue funding for programs and projects of primary interest to MHHS	Increase fund development success with determined metrics annually	Development staff, board members and volunteers use the plan to direct their daily tasks	Development Committee/VP for Development	October, Annually	Done	
	Board will become involved in and give attention to fund development	Increased fund development success as a result of capacity building among board members and funder/donor connections they identify and assist with.	Development Comm be charged with involving board in fund development activities	Development Committee	Ongoing	Ongoing	
			Fund Devel goals established and communicated to board	Development Committee	November board meeting	Done	
			Methods for involvement in fund development activities explained	Development Committee	Ongoing	Ongoing	
			Board asked to complete individual giving plan for given fiscal year	Development Committee, Board	January/February	Done	
			Board be trained in effective fund development skills based on areas they agree to assist with	Development Committee, Board	New Member Orientation and as needed	May 2023 Board Development Topic	
			Development Committee and board coordinate activities and involvement of board members	Development Committee, Board	Ongoing	Ongoing	
		Development committee will coordinate funding needs with finance committee to ensure adequate resources are sought for operations, programs, services, capital and maintenance needs	Coordination of MHHS financial needs with realistic fund development plans, expectations and goals - - including for new or unbudgeted initiatives and needs	TBD by Development Committee Chair and Finance Committee Chair	LT, Development Committee Chair, Finance Committee Chair	Annually Aug/Sept, QI as needed	Done
Events (Devel Comm)	Elevate and enhance signature events	Execute Gala and Oktopurrfest as engaging, professional, desirable and financially successful events that are name-recognized within the Capital Region Community among key stakeholders.	Recruit persons with experience to pursue goals, define sub-group and role	Development Committee, Gala Committee, LT	Post Gala	Done	

			Solicit and Confirm key Corporate Sponsors for each event	Board, Development Committee, Key Development Staff	October	Done
			Select Influential and Mission-Engaged Honorary Chairs for each event	Board, CEO, Development Committee, Key Development Staff	At least 12 months before each event	Done
			Survey attendees after each event	Development Committee	The week after each event	Done

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Communications/Marketing/PR (Devel Comm)	Communications and Marketing Plan will be created and maintained	Regularly reviewed and referred to as a guiding and planning document, updated as needed	Identify communication and marketing goals for the coming year and create a calendar/plan with actionable, measureable steps to meet those goals. Include holidays and events, social media, mail, email, press releases, texts, and website channels.	Development Committee	2023 Plan submitted for Development Committee approval Dec 2022	Done	
	Consider forming Marketing and Communications Advisory Committee to assist with and guide related work and projects	Advise and consult MHHS staff to meet communication and marketing goals	Identify group members, group scope, and bring the group into brand audit process.	EC and LT	March 2022	Done	
	Outreach to underserved groups will be increased with an emphasis on DEI	Define	Define who "underserved" groups are and prioritize	Define who "underserved" groups are and prioritize	Development Committee, Programs & Services, select staff	June 2022	2023
			Identify/Locate groups - who, where, how to reach	Identify/Locate groups - who, where, how to reach	Development Committee, Programs & Services, select staff	June 2022	2023
			Conduct surveys and focus groups, as needed	Conduct surveys and focus groups, as needed	Development Committee, Programs & Services, select staff	July 2022	2023
			Set goals/purposes of outreach	Set goals/purposes of outreach	Development Committee, Programs & Services, select staff	August 2022	2023
			Select outreach methods and create timeline for each groups	Select outreach methods and create timeline for each groups	Development Committee, Programs & Services, select staff	August 2022	2023
			Coordinate with Communications and Marketing Plan	Coordinate with Communications and Marketing Plan	Development Committee, Programs & Services, select staff	Ongoing	2023

	Brand audit will be implemented and a brand standards guide will be created	Create consistency, professionalism and standardization across the MHHS brand and organization	Choose a marketing firm and work with them to carry out focus groups, surveys, and other assessments and research to arrive at an MHHS brand standards guide.	Staff and "Brand Audit Sub-group" and consultant	December 2022	This project may identify other branding/marketing needs that extend beyond this timeline. Continuing to work with Primeau-Fahey
	Communication/Outreach materials (printed and electronic) will be updated to reflect brand and informational updates	Same as goal statement	Gather and create portfolio of existing materials	Development Staff	Done	Done
			Identify and assess those materials in need of revision or updates	Development Staff, Marketing & Communications Taskforce	April 2022	Awaiting brand guidelines from PF
			Prioritize and budget materials to be revised	Development Staff, Marketing & Communications Taskforce	June 2022	
			Revise, reproduce as necessary and affordable	Development Staff + consultant/vendor	Ongoing	

	Marketing and Communications Committee of the Board will be formed	Board membership and skills will grow over the next few years to have bandwidth to form standalone committee	Identify, recruit and engage key community members to join committee	Development Committee, VP Development, Nominating and Governance Committee	2023	Done. It was decided a Marketing & Communications Advisory Council would be a better group to work on specific project with specific expertise.

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Programs and Services (Exec Comm, LT)	Community needs will be assessed	To determine if MHHS is accurately predicting community needs and perceptions and to guide current and future programs and services	External needs/perceptions assessment	Consultant/Vendor, Partner Organizations, Advisory Committee	June 2022	2023
			Determine target communities	Sr. VP Ops, Director Ops, Outreach Manager	September 2022	2023
			Assess who does use the programs	Sr. VP Ops, Director Ops, Outreach Manager	September 2022	2023
			Research field specific regional trends	Sr. VP Ops, Director Ops, Outreach Manager	Ongoing	
	Programs and services offered will be assessed	To ensure alignment with the mission and with the needs of the community MHHS serves	Matrix of programs and criteria	EC, LT	March 2022	2023
			Determine who serves on which "group"	EC, LT	March 2022	2023
			Determine criteria for sunsetting non-viable/unneeded programs	Board Focus Group/ LT	April 2022	2023
			Alignment with Mission	Board Focus Group/Task Force/ Committee, Leadership, Sr. VP Ops, Director Ops, Outreach Manager	Bi-monthly	Check in annually afterwards
			Alignment with Community Needs	Board Focus Group/Sr. VP Ops	Bi-monthly	
			ROI: Financial	Board Focus Group/VP Finance	Bi-monthly	
			ROI: Development	Board Focus Group/VP Development	Bi-monthly	
			ROI: Reputation/Image	Board Focus Group/ VP Development, Sr. VP Ops	Bi-monthly	
			Sunset Timeline and Implementation	LT	Immediately following analysis (Program dependent)	

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Finance (Finance/Audit Comm)	Regulatory filings will be submitted accurately, completely, on time, and in accordance with regulatory guidelines	Same as goal statement	Prepare and submit employee quarterly reports to NYS; quarterly reports to IRS	Vendors, Finance Committee, Treasurer, VP Finance	One month after each quarter end	Done
			Prepare and submit annual reports to IRS and Social Security Administration	Vendors, Finance Committee, Treasurer, VP Finance	One month after each quarter end	Done
			Prepare and submit 5500 Report for 403b plan	Vendors, Finance Committee, Treasurer, VP Finance	July 31st	Done
			Prepare and submit NYS sales tax returns	Vendors, Finance Committee, Treasurer, VP Finance	If filing quarterly, due the 20th day after quarter end. If filing annually, due March 20th	Done
			Prepare and submit W-2s and 1099s	Vendors, Finance Committee, Treasurer, VP Finance	January 31st	Done
			Prepare and submit annual fiscal records and audit report to IRS (990) and Char 500	Vendors, Finance Committee, Treasurer, VP Finance	November 15th with extension but Goal is to file by June 30th	Done
	Annual operating budget will be developed and approved	Developed and approved on time, monitored	Develop Fiscal Budget based on predicted, known and historical revenue and expenses	VP Finance, LT	August	Done
			Review Fiscal Budget; make recommendations based on predicted, known and historical revenue and expenses	Finance Committee, Treasurer, VP Finance, LT	October	Done
			Recommend annual budget	Finance Committee, Treasurer, VP Finance, LT	1st week of November	Done
			Approve annual budget	Board	November board meeting	Done

			Monitor revenue and expenses compared to approved budget	Finance Committee, Treasurer, VP Finance, LT	Ongoing	Ongoing
	Vendors (banks, credit accounts, merchant accounts, etc.) related to finance operations will be assessed and evaluated, as necessary	Vendors used will meet the needs of MHHS in an affordable manner, and provide good customer service	Periodically review rates and services, decide to continue or seek new vendors, as necessary	Finance Staff w/ LT as needed	Ongoing	Ongoing
	An investment policy will periodically be reviewed and adjusted, as needed	Options considered, policy drafted and approved, monitored for future revisions	Review and update as necessary the Investment Policy Statement	Vendor, Finance Committee, Treasurer, VP Finance	Annually, by February	Done
	Finance committee will coordinate revenue and expense needs with Development Committee to ensure that required revenue is being pursued and received so as to achieve annual budget goals and needs	Coordination of MHHS financial needs with realistic fund development plans, expectations and goals - - including for new or unbudgeted initiatives and needs	Treasurer meets with Development Chair to establish upcoming events/solicitations and develop a separate budget for each	LT, Development Committee Chair, Finance Committee Chair	Annually Aug/Sept, QI as needed	Done
	Finance reports will be made available on a monthly basis	On time, transparent, accurate, available	Review and reconciliation of bank and account statements	VP Finance	Monthly	Done
			Balance sheet, P&L, comparison actual/budget/prior year, cash flow projection	VP Finance	Monthly	Done
	Internal Control Memo will be reviewed and updated, as necessary	Internal controls are in place to safeguard the organization, minimize risks and protect assets	Review current procedures for checks and balances, incorporate any necessary controls identified from financial audit, revise and update as necessary	VP Finance	Ongoing	Done
			Present to Finance Committee	VP Finance	June Finance Committee meeting	N/A
			Approval	Finance Committee	June Finance Committee meeting	N/A

Audit (Finance/Audit Comm)	A financial audit will regularly be conducted	Timely completion of annual audit/review	Pre-audit/review preparation - engagement letter reviewed and approved	Vendor, Audit Committee, Treasurer, VP Finance	January	Done
			Audit process - schedule audit	Vendor, Audit Committee, Treasurer, VP Finance	January - April	Done
			Auditor performs on-site at MHHS	Vendor, Audit Committee, Treasurer, VP Finance	March	Done
			Review and approve draft financial statements	Vendor, Finance Committee	April	Done
			Audit filed with regulatory agencies	Audit Committee, Treasurer, VP Finance, CEO	April 30th	Done
			Review final audited financial statements	Audit Committee, Board	May Board meeting	Done

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Staff/HR/Personnel (LT, Caitlin, Sophie, Sue V.)	Employee retention will be high priority and receive regular attention by MHHS	Ensure excellence, staff engagement, and minimize turnover	Compensation analyzed relative to field and regional standards	Sr. VP Ops	March 2022	Done
			Compensation philosophy developed and commitment made to uphold it	BOD, LT	May 2022	2023
			Staff compensation (salary and benefits) reviewed and adjusted, as necessary - recruiting and retention	LT and Directors	September 2022	Done
			Set Professional Development/Training expectations for roles	LT	June 2022	2023
			ID reqs for CE's for certified personnel	LT, Directors	July 2022	Done
			Professional Development budget line reviewed and revised	LT	September 2022	Done
			Staff Engagement Survey	Sr. VP Ops	April 2022	Done
			Job descriptions updated, as necessary, and used to provide direction to staff	LT, EA	Ongoing	Done
			Attention to onboarding and orientation of new hires, tracking system throughout first 60 days	EA, Dir. Ops	March 2022	Done
			Refine performance review process	Sr. VP Ops	March 2022	Done
			Attention to employee engagement, recognition, representation, and internal advancement	LT and Directors	August 2022	Done
	Vacancies will be filled on a timely basis	To provide the appropriate standard of care for pets and community members, and prevent staff burnout/compassion fatigue	Evaluate and adapt recruitment practices, customizing materials and approaches for different audiences	LT	May 2022	Done
			Engage community partners and org's to assist with building pipeline	LT	June 2022	Done/Ongoing

	Staffing will be expanded to meet current and future MHHS demands and needs	To provide the gold standard in care for pets and community members, prevent staff burnout/compassion fatigue, and prepare for growth without overtaxing existing staff	Analysis, prioritization, staging/timeline.	LT	August 2022	2023
			Organizational commitment to budget/resource development	LT	September 2022	2023
			Ongoing review of staffing needs and options with an emphasis on underrepresented organizational needs	LT	Annually, September	Done
	Succession planning of leadership positions and team members will be a high priority and receive regular attention by MHHS	Ensure the viability of the organization in the face of change and uncertainty	ID and prioritize positions that require attention and planning	LT	2023	2023
			Conduct risk assessment (Paylocity)	LT	2023	2023
			Evaluate performance management progress (career goals, expectations, prof and personal plans)	LT	2023	2023
			ID and communicate steps to transition staff to new position (prof level, certifications, etc.)	LT	2023	2023
	Succession planning of leadership positions on the Board	Ensure the viability of the organization in the face of change and uncertainty	Meet with EC and Board members once a year to understand personal leadership goals within the Board	CEO, Board Chair	January/February/March	Done
			Identify potential officers and chairs of committees	CEO, Board Chair	March	Done
			Meet with potential officers and chairs to discuss match and accept nomination	CEO, Board Chair	March	Done
			Nominate potential officers	Nominating & Governance Committee	June Nominating and Governance Committee Meeting	Done
			Present and vote on slate of officers	Nominating & Governance Committee	July Annual Board Meeting	Done

			Board Chair appoints Committee Chairs	Board Chair	July Annual Board Meeting	Done
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Facilities (LT, EC, Dave, EC Stumpf, Nancy, Caitlin)	A Facilities Working Group will be established to guide and plan related facilities projects and needs	To ensure excellent stewardship of, and investment in, the buildings and grounds	Outline and create basic profile and description, identify and enlist members, inform Board Chair, Board Chair inform Board, convene group	CEO	July 2022	2023
			Convene Working Group to review goal and action steps, set strategy and timeline	Facilities Working Group	July 2022	2023
			Assess + inventory	Facilities Working Group	July 2022	2023
			ID and prioritize needs	Facilities Working Group	August 2022	2023
			Review for safety + accessibility compliance	Facilities Working Group	August 2022	2023
			Plan, estimate, timeline	Facilities Working Group	September 2022	2023
			Budget	Facilities Working Group	September 2022	2023
			Implement	Facilities Working Group	January 2023	2024
			Update + maintain	Facilities Working Group	Annually, September	2024
			A renovation and maintenance plan will be created and maintained	To prevent deferred maintenance and ensure the general upkeep and updating of the building and grounds	Convene Working Group to review goal and action steps, set strategy and timeline	Facilities Working Group
Assess + inventory	Facilities Working Group	July 2022			2023	
ID and prioritize needs	Facilities Working Group	August 2022			2023	

			Review for safety + accessibility compliance	Facilities Working Group	August 2022	2023
			Plan, estimate, timeline	Facilities Working Group	September 2022	2023
			Budget	Facilities Working Group	September 2022	2023
			Implement	Facilities Working Group	January 2023	2024
			Update + maintain	Facilities Working Group	Annually, September	2024
	Visual appeal, landscaping, and signage will receive attention and improvements	To create a more visually appealing and inviting approach the the building that is inline with our brand	Convene Working Group to review goal and action steps, set strategy and timeline	Facilities Working Group	July 2022	2023
			Assess + inventory	Facilities Working Group	July 2022	2023
			ID and prioritize needs	Facilities Working Group	August 2022	2023
			Review for safety + accessibility compliance	Facilities Working Group	August 2022	2023
			Plan, estimate, timeline	Facilities Working Group	September 2022	2023
			Budget	Facilities Working Group	September 2022	2023
			Implement	Facilities Working Group	January 2023	2024
			Update + maintain	Facilities Working Group	Annually, September	2024
	Reopen the pet cemetery for new interments	To provide a peaceful and private spot for the burial of pets in the capital district, as it is the only one in the region	Convene Working Group to review goal and action steps, set strategy and timeline	Facilities Working Group	March 2022	2023
			Assess + inventory	Facilities Working Group	March 2022	2023

			ID and prioritize needs	Facilities Working Group	April 2022	2023
			Review for safety + accessibility compliance	Facilities Working Group	April 2022	2023
			Plan, estimate, timeline	Facilities Working Group	May 2022	2023
			Budget	Facilities Working Group	September 2022	2023
			Implement	Facilities Working Group	January 2023	2024
			Update + maintain	Facilities Working Group	Annually, March	2024