

Good Mews Animal Foundation Strategic Plan

*Finding Good Homes
for Good Kitties*

May 2017



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Executive Summary

Vision

Good Mews Animal Foundation (“Good Mews”) strives to ensure a lifetime of loving care for every feline by reducing overpopulation, increasing adoption, and fostering humane values.

Mission Statement

Good Mews offers an alternative to traditional animal shelters in the Metro Atlanta area by providing a no kill, cage-free haven for homeless, abused, or abandoned cats until placing them in permanent, loving homes. Good Mews promotes public awareness regarding the value of pets, animal welfare, pet overpopulation, and quality human-animal companionship through education and outreach programs.

Purpose

This strategic plan will support the vision of Good Mews to maximize the rescue, care and adoption of cats all while sustaining a no-kill, cage-free haven.

To fulfill its Mission, the Good Mews Board of Directors have agreed to the following strategic plan.

Good Mews shall strive to:

- 1. Increase Adoptions**
- 2. Complete the Surgical Suite**
- 3. Increase Fundraising and Establish Financial Sustainability**
- 4. Enhance the Organization**

The Board will periodically assess the viability of this plan and make updates as needed to meet the needs of the organization.

Increase Adoptions

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Increase Adoptions

1. Improve the adoption experience

- a) Understand the customer
 - i. Set up digital accessible exit survey to collect adopters' evaluations on adoption counselors' performance and adoption process
- b) Expand operational synergies
 - i. Encourage adoption counselors to be familiar with the individual cats and have a working relationship with the Shelter Manager and Vet Techs
- c) Continuously improve and simplify adoption process
 - i. Reduce time to train counselors
 - ii. Increase ease of adoption applications through digitization
 - iii. Regularly review and address all issues and feedback from exit survey results at adoption committee meetings
- d) Understand the need of missed adoptions
 - i. Add follow up question in checklist to understand why a cat was not adopted from Good Mews.
 - ii. Follow up with adopters when a better "fit" becomes available

Increase Adoptions (cont'd)

2. Improve Operational Support

- a) Create a target
 - i. Set seasonal goals for adoptions with increased targets year over year
- b) Expand on available tools
 - i. Investigate and implement shelter management software
 - ii. Turn “Cat adoption survey” into build-in, clickable survey on the website
- c) Understand target market
 - i. Perform demographic analysis based on the adopters’ data
- d) Examine feasibility of more open hours in summer
- e) Conduct cost/benefit analysis of hiring a paid adoption counselor
 - i. Job could include administrative activities currently performed by shelter manager
 - ii. Pending analysis, hire adoption counselor once the funds are sufficient



Operation Complete the Suite

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Operation: Complete the Suite



• Phase 1 – Launch Medical Suite

Enable our participating vets and/or contract vet to provide general medical care and perform spay/neuter surgeries on Good Mews cats/kittens

- Benefits for Good Mews:
 - Lower stress for cats
 - Able to recuperate from surgery at Good Mews and receive care from the staff and volunteers they have come to recognize as their caregivers
 - Cost savings include
 - Cost of a spay/neuter
 - Employees time for scheduling
- Buildout surgical suite
 - Includes adding new area for gases, x-ray room, clean ceiling, plumbing, counters, etc.
 - Start time June 1st 2017 thru June 15th 2017
 - Inspection
- Purchase equipment
 - ✓ Scavenger System
 - ✓ Surgical table
 - ✓ Two banks of cages
 - ✓ Two wet tables
 - ✓ Anesthesia machine & monitor
 - ✓ Autoclave

Operation: Complete the Suite (cont'd)



• Phase 2 – Become self-sufficient

Perform majority of spay/neuters in-house

- Hire a contract vet/registered vet tech (x2 per month) to perform in house spay/neuters and attend to other minor medical needs of the cats
 - 6 months after implementation, board and select volunteers will determine a cost/benefit analysis of hiring the vet, and the in house spay/neuters
- Test Revenue Generating Ideas
 - Offer low-cost spay/neuter services to local rescue groups for cats & dogs
 - Rent/trade services to mobile vets to use for their clients to perform spay/neuters, dentals & x-rays
- Benefits
 - Help the public
 - Open possibilities for grants (there are a lot of grants available for spays/neuters)
 - Generate income to help cover cost of vet/tech
 - Further reduce medical costs
- Equipment to be purchased
 - Possibly purchase body x-ray machine during this phase.
- Begin to determine cost/benefit of dental equipment and xray machines as part of the purchase and implementation of the additional equipment

Operation: Complete the Suite (cont'd)

- **Phase 3 – Increase operational capabilities**

Perform majority of dental work in-house

- Add dental x-ray machine for vets to perform on-site dental x-rays & perform more complex tooth extractions
- Determine effectiveness of contract vet/tech vs. hiring a vet/tech
- Begin to analyze cost/benefit of opening a low cost spay/neuter clinic to the public



Operation: Complete the Suite (cont'd)



- **Phase 4 – Expand suite offerings**

1. Perform revenue generation analysis to ensure positive cash flow of suite
2. Pending revenue generation analysis – Hire a full time vet and registered vet tech
3. Open a low-cost spay/neuter clinic to the community for cats & potentially dogs
4. Ongoing cost/benefit analysis to ensure donations are being spent optimally and for the full benefit of the cats

Increase Fundraising & Financial Stability

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Communication & Marketing

1. **Develop brand manifesto** that will define the organization's position, target audiences, and key brand messages (Deliverable)
2. **Adopt analytics suite** - implement single source CRM to track communication for both internal and external audiences.
 - a) Create user journeys based on how the person entered the CRM to move them to the next action. (example: move an adopter to a donor).
 - b) Create marketing automation paths based the action the user has taken. (example: series of emails a donor receives leading up to an event)
 - c) Use the data in the CRM to find look-a-like prospects
3. **Standardize event marketing approach**
 - a) Create a process for events, special events and marketing to easily define the audience and set measurable goals per each event.
4. **Establish communication audit**
 - a) Implement a yearly communication audit to make sure webpage, social media, email, print, and event material are meeting goals.
 - b) Conduct yearly content review of the Good Mews Website

Increase Fundraising

1. Develop fundraising talking points

- a) Use brand manifesto and donor analysis as foundation for standard script for fundraising use

2. Deploy Executive Director

- a) Cultivate and maintain relationships with donors and prospective donors
- b) Develop, implement, and oversee fundraising projects (special events, direct solicitations, grant-writing)

3. Codify and isolate funding targets

- a) Systematically approach funding targets through categorization and ranking. Prioritize highest gain targets (80/20 rule)
 - i. Identify corporate sponsor targets
 - ii. Identify foundations/grants to apply for
 - iii. Segment individual donors through behaviors in CRM

4. Build support materials to communicate and market to each target audience

5. Set annual fundraising goals with board input for increased targets year over year

Establish Financial Stability

1. Create Financial Committee

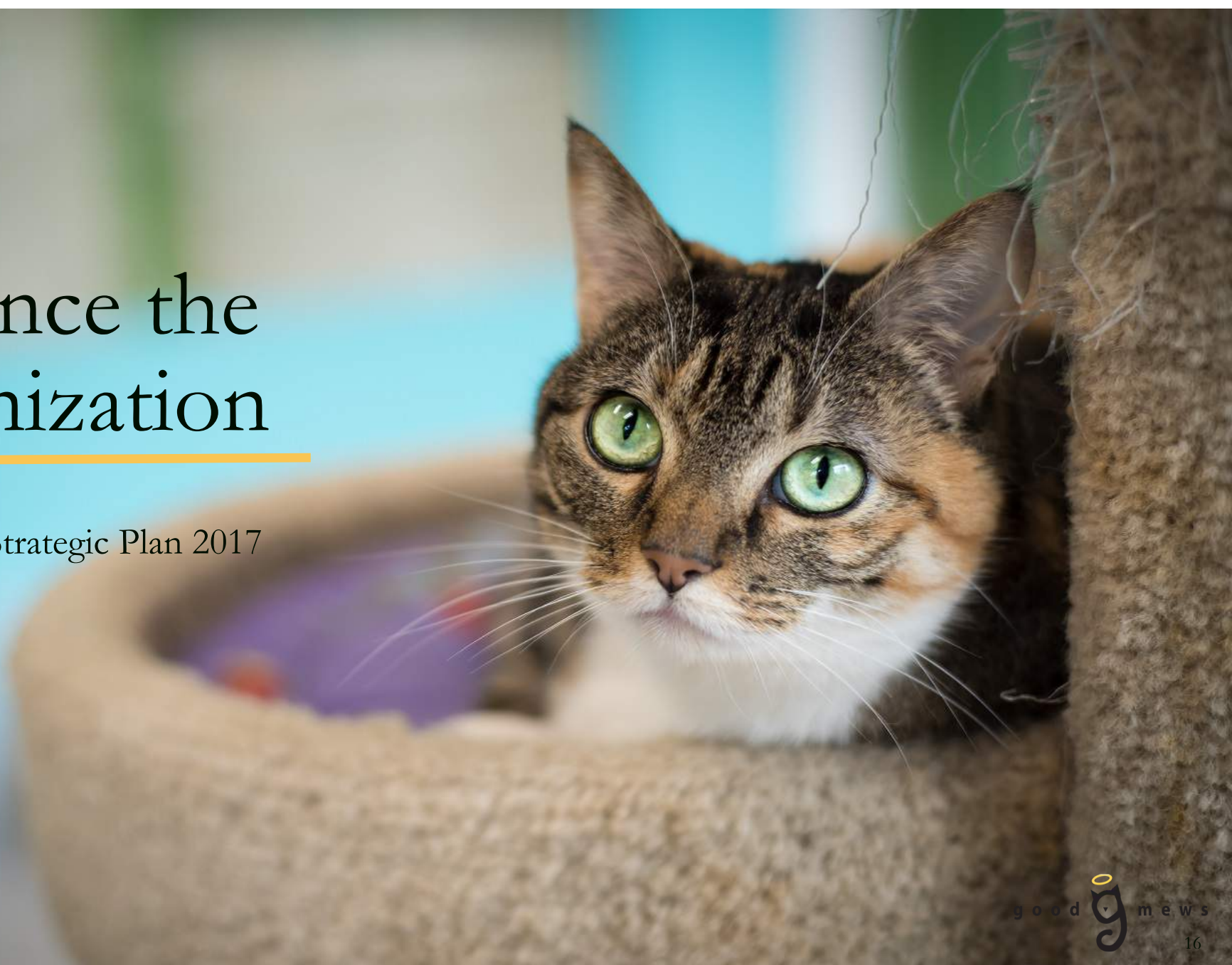
- a) Treasurer will head the committee, and committee will report directly to the Board
- b) Ensure that confidentiality is kept for donors and sensitive data
- c) Check the security of Good Mews Cyber Networks to ensure digital data cannot be easily stolen
- d) Document processes and key accounts for ease of transition
- e) Clearly identify the role and specific responsibilities of the Treasurer
- f) Complete budget for the next calendar year before December of the current year
- g) Maintain a trained and up to date committee that can seamlessly operate as changes in Treasurer occur

2. Pay off bank debt

- a) Establish clear timeline and specific amounts that will be paid down at each period

Enhance the Organization

Good Mews Strategic Plan 2017



Enhance Organization – Contents & Overview

1. Board Structure
2. Executive Director
3. Volunteer Software
4. Internal Communication
5. Organizational Structure / Human Capital

Board Structure

1. **Define and adopt new organizational structure to enhance efficiency**
 - a. **Build an Executive Board** of 6 or 7 members focused on strategy and “big picture” decisions
 - Clearly define roles and responsibilities of each executive board member
 - Update and create written job descriptions for executive board member
 - Restrict board members from leading committees with exception of Treasurer leading the Finance Committee
 - b. **Establish a Nominating Committee** to seek out potential board members
 - Nominating committee should consist of three individuals as follows: the Executive Director, one board member (the member leaving), and one non-board member chosen from the Good Mews family of volunteers and donors
 - Executive director will regularly report to Executive Board regarding status of board member search until vacancy(ies) filled
 - Members of the nominating committee should be willing and able to attend weekly progress calls and participate actively in the search and interview process
 - Search for a new board member will begin 6 months prior to the expiration of the term of the board member being replaced
 - c. **Enforce Board Term Limits/** Bylaws, effective as of January 1, 2018

Board Structure (cont'd)

2. **Clearly define Executive Board meeting procedure** to ensure meetings are strategic, outcome-oriented, and time-efficient
 - a. **Distribute meeting agenda beforehand** so members know what to expect and can adequately prepare
 - b. **Utilize a Consent Agenda** to address noncontroversial items (e.g. committee chair recommendations, correspondence that requires no action) and save time for deeper discussion of strategic issues
 - i. See Addendum Regarding Consent Agenda
 - c. **Limit each agenda item** a set time frame to encourage board members to present only relevant information and time for other agenda items is respected
 - d. **Note off-agenda topics** and agree to set them aside for discussion at a later date
 - e. **Conduct anonymous surveys** periodically to "check-in" with board members about how meetings are going from their perspective and discuss ways to improve meetings

Board Structure (cont'd)

3. Establish an Advisory Board

- a. Will consist of members of the business community, education system, government municipality and/or individuals who can contribute to Good Mews
- b. Advisory Board will assist the executive board and executive director with high level insights
- c. Board of Directors and Executive Director will be tasked with finding members for the Advisory Board
 - i. By 2019, Good Mews will have a functioning advisory board
- d. Advisory Board will meet semi-annually
- e. Advisors may be called upon based on their expertise

Board Structure (cont'd)

3. Establish a Junior Board

- a. Create a pipeline of future leaders of Good Mews (include students and young professionals in order to maintain interest in organization for a long time going forward).
- b. Junior Board can also work on small projects to enhance the organization (target college students).

Executive Director

1. Hire Executive Director to enhance management of the organization

a. Utilize implementation strategy for hiring Executive Director:

- i. Define and generate job description (do this by X date)
- ii. Job capabilities of an executive director may include:
 - Fundraising & Financial
 - ✓ Build and maintain donor relationships
 - ✓ Ensure operating revenue is sufficient for operational expenses and increases with increased growth of the organization
 - ✓ Institute and oversee current and new fundraising opportunities for the organization
 - Community Relationships
 - ✓ Establish, uphold and grow current community relationships which may include but are not limited to: Local business, other non-profits, corporations etc.
 - Operational
 - ✓ Manage agency's staff and resources to deliver on the goals, objectives and vision of Good Mews

Executive Director (cont'd)

- b. **Devise compensation plan** commensurate with expectations:
 - i. Executive director expected to recover and pay for his/her salary
 - ii. Clearly define and communicate a plan for how this expectation will be addressed and quantified. These issues include
 - Timeline of fundraising goals
 - Assessment of how future donations / income will be attributed to Executive Director
 - iii. Compensation should include incentive-based structure
 - Bonus structure set for reaching certain fundraising goals

Executive Director (cont'd)

- c. **Create performance standards** that are comprehensive and relevant for evaluation
 - i. Designate who will review the performance of the executive director
 - ii. Draft an evaluation form with criteria on areas specific to the Executive Director (this should also be done for all paid employees)
 - This form should highlight have fields where those who are evaluating the Executive Director can give constructive feedback on areas for improvement
 - iii. Measures of success might include but not limited to
 - Providing leadership and direction to the organization's mission
 - Efficient management of the staff and volunteers of the organization
 - Communicating and promoting the organization's mission to the general community
 - Amount of revenue generated yearly and efficient management of the financials of the organization
 - iv. It is critical that the criteria for the Executive Director be measurable.

Volunteer Management Software

1. **Acquire and implement volunteer management software** to enhance the management of personnel and volunteers within the organization
 - a. Specifications of the software should include
 - i. Ability for volunteers to create user profiles which can include following information
 - Active status
 - Contact information
 - Committee designation
 - Number of hours worked
 - Custom field: This is where volunteers can leave notes or other information that can then be searched by the admin (i.e. change of committee, leadership desire etc.)
 - ii. Ability to disseminate information to volunteers in a more efficient and streamlined manner
 - iii. Efficiently organize volunteers into groups based on their designated committee
 - iv. Ensure volunteers retain access to information
 - v. Ensure that incoming volunteers get placed into committees efficiently and without lag time

Volunteer Management Software (cont'd)

2. Implement software

- a. Implementation of software should be done through a testing phase to allow for smooth transition from current practices.
 - i. Testing should be conducted via one of the more utilized yet smaller non-essential committees
 - ii. Committee chair should be well instructed on software capabilities and use
 - iii. Committee chair will disseminate information on software use to the volunteers and set a test-date for use
 - iv. (Optional based on software chosen) Volunteers will be instructed to comply with the requirements of software (i.e make a profile online)
 - v. Following 1-2 weeks of software usage, volunteers will communicate feedback on software to chair who will then communicate the results to the Board
 - vi. Decision on software management will follow results from test phase

Internal Communications

1. Establish holistic communications plan

- a) All communications and happenings within the organization must be posted in an open and visible location for all volunteers to see
 - i. Open Board Meetings should be written on portable easel and displayed at volunteer entrance
 - ii. The board in the volunteer room should remain clear of clutter and have important events in bold
 - iii. Common hallway space can also be used for event advertisement and details
- b) Events Calendar should be displayed via the following outlets
 - i. Website
 - ii. Social Media
 - iii. Shelter (Volunteer room)

Internal Communications (cont'd)

c. Newsletter / E-mails

- Reduce the amount of information in any one e-mail
- Send more targeted / concise e-mails to volunteers
- Volunteers must be able to find relevant information in disseminated e-mails quickly.
Multiple concise e-mails more effective than one large e-mail
- Newsletter must have bulleted, hyperlinked executive summary list at the top of newsletter that highlights
 - Upcoming events
 - Key decisions made by leadership
 - Requests for assistance

d. Technology enablement

- Recommend utilizing team enablement software such as Slack for committee management

Internal Communications (cont'd)

2. Volunteer involvement

- a) Conduct volunteer survey on a semi-annual or annual basis
 - a) Analyze and disseminate the results, and action items taken to address the issues within a month of the survey closing
- b) Monitor the volunteer suggestion box and openly address the concerns at Board meetings and volunteer e-mails
- c) Place the organizational chart in the common area and encourage volunteers to participate in more than one committee and to switch to other committees if desired
 - a) Work with committee chairs to ensure that volunteers are being “put to work” if so desired
- d) Prior to addition of volunteer management software, increase the ability of volunteers to move throughout the organization by placing a box in the volunteer room where volunteers can put their name and a new committee they want to join

Organizational Structure/ Human Capital

1. **Review committee alignment** – Executive Board will work periodically with each committee chair to determine if committee is achieving the determined purpose
 - Meeting with the board to assess the committee will occur at least once each year for each committee
2. **Organize new committees**
 - a) Building Committee – in charge of the maintenance and upkeep of the facility, including the entire grounds
 - b) Finance Committee (to be headed by the Treasurer, and report directly to the Executive Board)
 - c) See Proposed Good Mews Organizational Chart in Appendix
3. **Create volunteer spotlight** (place picture in a more visible location such as hallway next to whiteboard)
4. **Research and implement Shelter Management Software** (to track cat intake, progress, medicinal uses), consider integrating with the Volunteer Management Software