



Strategic Planning

Burlington Humane Society Draft Strategic Plan As of May 2018

Vision

BHS is the community's resource for adoptive families and all families through community outreach and pet services.

- Animal Grooming,
- Dog Obedience,
- Behaviour Counseling
- Puppy Socialization Classes,
- Micro Chipping,
- Rabies shots,
- Pet Massage,
- Pet first Aid,
- Dog Sports
- Pet Therapy

BHS will be the leader in pet education for children,

- Kids Club,
- Professional Activity Days,
- Camps (Spring Break, Christmas Break, Summer)

and adults through classes, webinars and seminars on feline and canine behavior and health to ensure that our pets are good family members and good members of the community. BHS is the first organization that comes to mind when an animal caregiver needs assistance or when there is an animal in need.

Burlington Humane is a financially sound organization that is financially well supported. People have an invested interest in BHS because of the continually building relationship that we have with all pet owners, potential pet owners and citizens of Burlington. BHS will be one of the leading go to charities that people think of when they want to donate.

Burlington Humane will honour all our partnerships with local governments, humane facilities and sponsors. We will have an abundance of volunteers assisting us in our programs and the care of our animals. We will be distinguished from others organizations in the holistic approach to supporting people and their pets.



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Goals

Goals are taken from the vision and are supported by the short, medium and long-term objectives. Of the items identified in the vision, those that will be addressed in the first year are noted in the goals below. All other items are future initiatives.

1. Partnerships:
BHS will Partner with like minded organizations and communities to provide shelter for homeless pets and beyond. These organizations will be identified by an assessment matrix.
2. Fund Raising
BHS will be the leading charity for donations as evaluated by the following criteria:
 - a. KPIs for Charities
 - i. One time vs. regular donors
 - ii. Average donation amount
 - iii. # of donors this year vs. last year
 - iv. Total amount donated last year vs. this year
 - v. % of new donors.
3. Volunteers:
BHS will have an Abundance of Volunteers that will actively support our programs as assessed by the following criteria
 - a. how many volunteer hours do they put in,
 - b. % of volunteer hours offered over volunteer hours needs;
 - c. hours offered by role.
 - d. Turnover (which ones are no longer active),
 - e. how many new people are we getting (a new person is one who has already completed 40 hours of volunteer hours),
 - f. why did they leave?
4. Children's Programs:
BHS will be a leader in pet education for children through the following programs:
 - a. Kids Club
 - b. PA Day
 - c. Camps (Summer, Christmas, March Break)



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5. Adult's Programs:

BHS will provide Adult Education through classes, webinars and seminars that cover the following:

- a. Cat Behaviour
- b. Pet First Aid
- c. Pet Nutrition
- d. Dog Obedience
- e. Pet Therapy

Objectives

Immediate Tasks (One Year)

1. Partnerships
 - a. Animal Care Workers committee: Research and identify like minded organizations within the community
 - b. Animal Care Workers committee: Create profiles for each organization that includes services offered, goals, and objectives and set up in MS Excel.
 - c. Animal Care Workers committee: Determine best point of contact at each organization (Name, title, phone #, email) and update Excel.
2. Fund Raising
 - a. Fund Raising Committee: Identify grant and foundation funding possibilities
 - b. Fund Raising Committee: Identify previous fundraising opportunities that have given in the past
 - c. Fund Raising Committee: Identify positional new and unique fundraising opportunities
 - d. Identify ways to make adopters into supporters
3. Volunteering
 - a. Staff Retention -
 - i. Executive Director: Put out exit surveys on recent departures for all staff that has left from October 1, 2017 through January 31 2018.
 1. What pulls them away
 2. What pushes them away
 - b. Executive Director and Events Coordinator: Identify 3 potential programs to enhance corporate culture.



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- i. Programs identified should cover cost, staffing, preparation required, how to assess and evaluate and the champion it.
4. Child Education
 - a. Expand upon kids club to incorporate various age groups: Board member in charge of Education heads an education committee and determines which age groups to incorporate. Also determine development plan for expanded kids club.
 - b. Expand PA days to include all school days: Board member in charge of Education heads up the education committee to determine number of sessions and curriculum/program.
 - c. Create a database of program curriculum that includes lessons and activities: Event coordinator can assist Education committee to recruit volunteers in the education field to research existing programs and help develop activities and curriculum.
 5. Adult Education
 - a. Identify presenters for identified topics (top 3 identified topics): Education committee to identify presenters for the top 3 identified topics (Cat behaviour, Pet first aid, pet nutrition, dog obedience).
 - b. Create presenter partnerships agreement that outline relationship parameters. Education committee to do.
 - c. Figure out promotional opportunities : Education committee
 - d. Increase the number of Pet Therapy volunteers and pets by 10%.

Intermediate Tasks (Three Year)

1. Partnerships
 - a. Develop a partnership criteria using an MS Excel spreadsheet
 - b. Design a service relationship contract/ agreement,
 - c. Make initial relationships, connections and contacts
 - i. Track dates, times, contacts and results of contact in worksheet.
 - ii. Share mission, vision, goals and develop a contract agreement that meet our partnership criteria.
 - iii. Update evaluation worksheet if required.
2. Fund Raising
 - a. Executive Director: Start applying for grants identified
 - b. Event Coordinator : Start creating critical paths to identify how to carry out events



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- c. Event Coordinator: Start making contact with previous donors and supporters
 - d. Executive Director: Identify what adopters need in order to make them supporters (Research , Develop Methods, Execute)
3. Volunteering
- a. Executive Director and Events Coordinator: Analyze the results of exit interviews and improve organizational culture by preparing an exit matrix that identifies key areas for improvement (e.g. anonymous feedback system, one on one meeting with management and supervisory staff). Use the top three to identify the top programs.
 - b. Executive Director and Events Coordinator: Identify and prepare to execute the three programs to improve corporate culture.
 - i. Policy of admonish in private, praise in public for staff/volunteers
 - 1. Roll out policy to all management and supervisors.
 - ii. Show appreciation for staff members/volunteer of the month on website and shelter
 - iii. plaques for 5 year staff, 3-4 year staff, 1-2, spirit award based on colleague merit input, growth and skill improvement [Dr. Beckers' stress free animal handling skills],
4. Child Education
- a. Create different age levels of kids club to expand the program: Education committee would create lesson plans for the identified age group levels.
 - b. Expand programs to include birthday parties: Event coordinator would investigate program opportunities and develop operational plan.
 - c. Look into summer camp possibilities: Event coordinator would investigate program opportunities and develop operational plan.
 - d. Expand to Christmas camp (3 days): Event coordinator would investigate program opportunities and develop operational plan.
 - e. Talk with other organizations to identify summer camp partnership opportunities: Event coordinator/ Education committee to investigate partnership opportunities.
5. Adult Education
- a. Investigate web based versions of live presentations (platform identification); President to work on the platform investigation.
 - b. Identify all the technical aspects in order to present web presentations: President to do.
 - c. Start bi-monthly live presentations; Education committee to develop presentation schedule.



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- d. Continually tweak presentations to ensure they are always relevant and current to the communities/adaptors needs. Education committee gather participant feedback in order to modify the presentations.
- e. Increase the number of Pet Therapy cats by 50%.

Long term tasks (Five Year)

1. Partnerships
 - a. Sign contract with acceptable organizations and begin collaborations
 - b. Build successful relationships.
2. Fund Raising
 - a. Executive Director: Create an action plan to nurture created funding relationships
 - b. Executive Director: Explore larger corporate donor possibilities
 - c. Animal care Worker Committee: Investigate funding opportunities used by other humane organizations
 - d. Event Coordinator: Collaborate with other like minded organizations to host larger funding events/opportunities
 - e. Executive Director: Groom other stakeholders (i.e. engage volunteers) to take ownership of fundraising events
3. Volunteering
 - a. Executive Director and Events Coordinator: Execute three culture improvement programs that were identified.
 - b. Executive Director and Events Coordinator: Staff workshop on animal enrichment
4. Child Education
 - a. Developing week long camps (Christmas, March break, summer): Education committee set up a subcommittee to initiate camp plans.
 - b. Leadership training programs for Leaders in training: Camp subcommittee develops the leadership in training program.
5. Adult Education
 - a. Develop a schedule of live and web based presentations: Education committee.
 - b. Always have something coming up (monthly) that are related/ tie into shelter events. PR, tie in all social media, use podcast, Facebook, website, to develop a vast area of content for social media.
 - c. Increase the number of Pet Therapy volunteers and Pets by 50%