



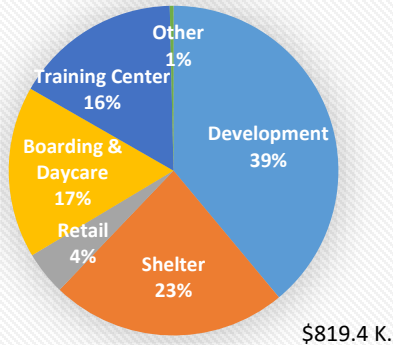
Monadnock Humane Society Strategic Plan 2016 -2019



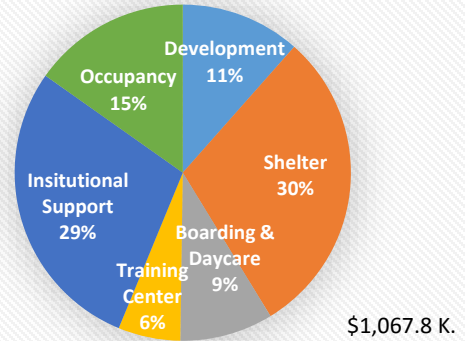
Monadnock Humane Society At-a-Glance

- A private, nonprofit, 501c(3) humane organization
- Serves 90,000 people and their pets in Southwestern NH; established 1875
- 100% funded by the generosity of people within the communities we support
- Annual budget \$1,067,800

Budgeted Income FY 16



Budgeted Expenses FY 16



Year	Intake	Live Release
2014	1557	92%
2013	1160	87%
2012	1833	88%
2011	2067	88%
2010	1875	78%
2009	2100	73%
2008	1833	86%

Animals	2014
Cats	901
Dogs	592
Smalls (e.g., rabbits, gerbils)	64

Average Days in Shelter	2014
Cats	39.5
Dogs	16.1

Towns Served			
Acworth	Fracestown	Marlborough	Stoddard
Alstead	Gilsum	Marlow	Sullivan
Antrim	Greenfield	Munsonville	Surry
Ashuelot	Greenville	Nelson	Swanzey
Bennington	Hancock	New Ipswich	Temple
Charlestown	Harrisville	Peterborough	Troy
Chesterfield	Hinsdale	Richmond	Walpole
Claremont	Jaffrey	Rindge	Washington
Drewsville	Keene	Roxbury	Westmoreland
Dublin	Langdon	Sharon	Wilton
Fitzwilliam	Lempster	Spofford	Winchester



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[Monadnock Humane Society: Contact Us](#)

Monadnockhumanesociety.org

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[Directions](#)

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Chair, Board of Directors: Dr. Katherine Clarke boardchair@humanecommunity.org



*We honor and respect the mutually beneficial
relationship between people and pets.*

Letter from the Chair of the Board of Directors



Dear Friends,

We are pleased to present the Monadnock Humane Society 2016-2019 Strategic Plan. The ideas presented in the following pages are the culmination of more than a year of dialogue, deliberations and planning that included members of the Board of Directors, MHS staff, MHS volunteers, and members of the wider community in the Monadnock region, as well experts from national animal welfare organizations and consultants in nonprofit management. These conversations were centered on three essential questions:

1. What does our community need from us now?
2. How do we develop a sustainable financial model?
3. How will we know if we are successful?

What has been most inspiring about these conversations is the passionate care that our community brings to the matter of animal welfare. We have learned how very much MHS means to the individuals and families who share their lives with animals, in our area and beyond. At the same time we have soberly considered the changes in our financial position. After more than ten years of investing most of our substantial endowment in day-to-day services to the community we are left with limited financial resources. We are also left with an organization which has prioritized services over self-care and as a result has invested minimally in the people, systems, and facilities needed to provide those services. MHS is like a family home that has been well used for wonderful purposes and is now greatly in need of renovation and refreshment.

Over the same years the needs of the Monadnock region and the work of animal welfare have changed as well. Partly because of our successful efforts there are now fewer stray and homeless animals in our region. Many more nonprofit groups dedicated to helping animals have entered the field locally, regionally and nationally. The web and social media have changed the landscape for rescuing and rehoming animals. MHS is no longer the only way to help a companion animal in need or to find a pet looking for a family. In creating a strategic plan for the next three years we have been mindful of finding new ways to use our strengths to serve new needs in new ways in our changed Monadnock region.

The term “strategy” refers to the deliberate choices we are making to focus our efforts in developing MHS Next. In some ways we will continue current practices to sustain successes already achieved. In other areas, we are defining new targets for investment and innovation to achieve new ways of fulfilling our mission.

I hope the strategic plan outlined in the following pages gives you a clear sense of our mission, values and belief that we are committed to enriching the lives of the people and pets of our community. MHS is beginning an exciting new phase as we find new ways of promoting and providing for the well-being of animals.

The goals described in our strategy will only be accomplished through the continued collaboration and support of the community that has sustained MHS for the last 140 years.

Best regards,

Katherine Clarke

Dr. Katherine Clarke

Letter from the Transition Director



Dear MHS Community:

Creating a strategic plan is always a very interesting project. Each plan takes on a personality of its own dependent on the culture and history of the organization. This is the 5th strategic plan I have worked on in my career and this one is by far a result of the most research and labor intensive preparation. What made it so was working to uncover and align 140 years of passion and deep rooted interest in MHS as a community service organization and aligning that interest with the individual passions of our community stakeholders. Considering the amount of passion, dedication and history surrounding MHS, the creation of this strategic plan took a great deal of research, listening, listening and more listening. One major lesson learned is that MHS is truly a community service organization with deep roots into the hearts and lives of many individuals and the community as a whole

This document is only a summary of the hours of sifting through fact, emotion, thought and passion to help us focus our time and energy into a direction for the future sustainability of MHS. It is by no means the end of a journey but only another beginning as we open the door to the changing world around us and work to meet the ever evolving future of animal welfare and of our community. Someone's imagination created MHS 140 years ago, it is now our turn to reimagine our future and set the direction for another 140 years and beyond. This plan helps to give us that direction.

With thanks to multiple brilliant, wise and engaged people we present a map and plan. Maybe it doesn't look very different from our immediate past goals but it once again focuses us all into the same direction. It gives us a rudder to steer us and a north star to keep us aligned in the right direction.

A special thanks must go to Dr. Katherine Clarke, chair of the board of directors for MHS and to our newly formed Board of Directors. Without their endless dedication and scholarly support we couldn't have moved this far this fast.

Thank you to our focus groups and our group coordinators, to the people responding to our community survey and to the multiple individuals offering their opinion over coffee, store counters or visits to MHS. A special thank you to the staff of MHS for keeping us grounded in the reality of the day to day activity of rehoming community animals and person to person service to our clientele.

We all must remember, this is not an end, but only another beginning as we prepare for another 140 years of service, to you, the heart and soul of MHS.

Sincerely,

Joe Olsen

Joseph J. Olsen



Strategic Plan 2016 - 2019

Acknowledgments:

With sincere appreciation to:

William “Wink” Faulkner, The Connor Team, Advicoach for his able assistance in developing the strategic plan.

Dr. Taryn Fisher, Director, MBA in Sustainability program, Antioch University New England for industry research.

Joe Olsen, Transition Director of MHS for his leadership and support of the development of the strategic plan.

Members of the Strategic Planning Task Force:

- Ashley Okola, MHS Feline Coordinator
- Carol Laughner, MHS Director of Marketing and Development
- Joe Olsen, MHS Transition Director
- Jennifer Thompson, MHS Board Member, Finance Committee
- Sharon Wirant, MHS Board Member, Development Committee
- Katherine Clarke, MHS Board of Directors Chair





Strategic Plan 2016 – 2019

What We Believe In:

Core Values

- Vision, innovation and integrity: success is created through dedicated and knowledgeable change guided by truth and trust
- People and pets: we are compassionate stewards of animal welfare
- Openness and transparency: we are honest, respectful and nonjudgmental
- Engagement: we are stewards of the community's trust and include, engage with and are accountable to our constituents and the community



What We Do:

Purpose

We enrich the lives of the people and animals of our community. We serve the community as a leader in animal welfare and community services. We foster a compassionate community by promoting and providing for the well-being of animals.

Where We Want to Be:

Vision-in-Action

- Become a sustainable, more innovative organization
- Become the “go to” professional resource for animal welfare groups
- Rebuild the endowment as a source of sustainable funding

Wild Audacious Goal

WAG

We will be the center of a vibrant network of animal welfare services celebrating the animal human bond. We will be an innovative hub for animal rehoming.

How We Will Get There:

Theory of Action

IF we live within our current resources and renew our people, facilities, and systems and IF we develop services and programs that meet the needs of the people and pets of the Monadnock region, THEN we will become an organization sustainably funded by the community it serves.

Where Do We Want to Be in 3-Years?

Financial Goals

Fiscal Year Ending	June 30, 2019
Development Income:	\$485.5 K.
Income:	\$819.4 K.
Net Income:	\$20 K.

Service Goals

1. Leadership and high quality professional resources in animal welfare
2. Boarding and daycare, training, education on animal welfare, and responsive community programs
3. Rehoming—services tailored to individual and community needs
4. Need-based vet care and spay-neuter clinic

How Will We Achieve Our 3- Year Goals?

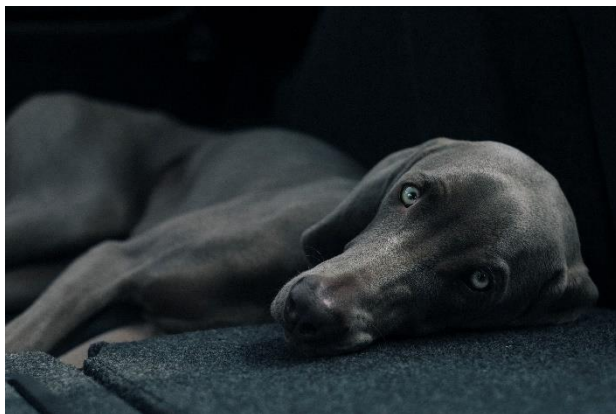
Strategies

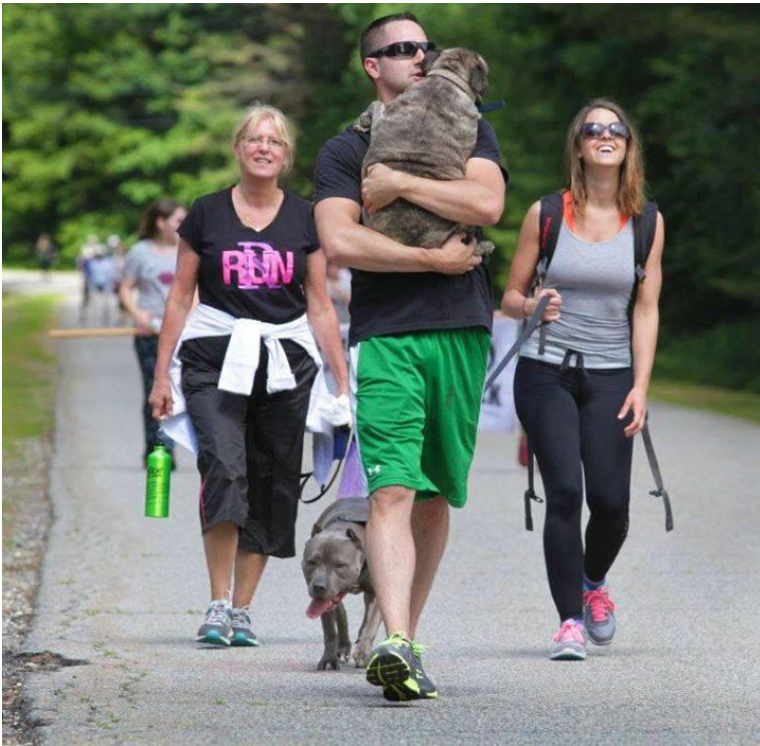
1. **Continue to provide excellent services and programming** by carefully tracking our financial position and adjusting operations as necessary. Ensure rehoming and foster care are “state-of-the-art” services. Maximize net contribution of current and new pet-related services intended to serve as sources of funds (for example, Boarding and Daycare, Grooming).
2. **Increase organizational capacity** by investing in people and facilities to manage organizational health, creating clear roles and responsibilities, and supporting a culture of innovation
3. **Develop more collaborations** by leveraging our reputation with other community nonprofits and businesses
4. **Improve marketing and communications** by inspiring, informing and engaging through social media, website and traditional methods
5. **Grow our fundraising and development** by building a donor-centric organization with a culture of fundraising excellence and stability. Grow fundraising proceeds 15% per year.

How We Will Assess Progress on Our Goals:

Key Performance Indicators

During the period of January-June 2016 the MHS staff and management will identify meaningful indicators to use to assess our progress toward the goals of the strategic plan. These will include measures such as the number of days to rehoming for different categories of animals, the number of volunteer hours, the number of service hours provided to the community, or the number of training hours provided to staff. Most importantly these indicators will be specific, measurable, achievable, realistic and timely.





Help one another. There's no time like the present and no present like the time.
--James Durst





Strategic Plan 2016-2019

Strategies and Initiatives:

Strategy 1: Continue to provide excellent services and programming

Rationale

MHS has been known for many years simply as “The Shelter.” For some this means the place where animals go. To keep pace with new realities we must continue to evolve and take up the challenge to become known by all as the place animals leave. Even better, the place animals never have to go in the first place. While we intend to remain a shelter we understand that the work of sheltering in New England has changed. We remain committed to doing all we can to rehome animals so they have the care and quality of life they deserve. We will strive for the highest standards of quick rehoming and “get ‘em in, get ‘em home.” Rapid rehoming has been empirically shown to be in the best interests of animal well-being. The growing expense of sheltering requires that we be innovative and creative in our efforts to find temporary and long-term homes for the animals in our care. Our size and professional reputation positions us to be a respected hub for rehoming services. In addition to emphasizing rehoming and needs-based spay/neuter, microchip and rabies clinics, and continuing other current programs and services, we will seek new ways to put our facilities and expertise to use enriching the lives of people and pets in our region.

Key First-Year Initiatives

- 1a. Reduce average (median) animal length of stay
- 1b. Develop business plans for new strategic projects
- 1c. Maximize net contribution of current and new pet-related services intended to serve as sources of funds. Increase profit centers’ income over assigned costs
- 1d. Develop more animal behavior-based programs and modular dog training
- 1e. Enhance technology and collaboration to support fostering, rehoming, and volunteering
- 1f. Innovate and collaborate to increase availability of needs-based spay/neuter services



*Any glimpse into the life of an animal quickens our own and
makes it so much the larger and better in every way.*

--John Muir



Strategic Plan 2016-2019

Strategies and Initiatives:

Strategy 2: Increase organizational capacity by investing in our employees, systems and facilities

Rationale

With passionate commitment, MHS has put service to the animals ahead of the development of personnel and renewal of systems, facilities, and technology. As a result the organization that strives to provide high quality service has itself become depleted and badly in need of updating. For example, choices have been made to provide medical care to needy animals instead of upgrading computers. Staff have stepped up and provided foster care for challenging animals. The experience is very rewarding but does not take the place of appropriate compensation and time off. Volunteers give generously of their time and talent but cannot work in a laundry room where the machines sometimes overflow and overload the septic system. We must invest in staff development, create clear roles and responsibilities and support a culture of innovation. Our physical plant and facilities need improvement. Effective financial systems must be implemented and supported with up-to-date technology to better manage resources in an accountable way.

To continue as we have been doing will not create a different result. Our challenge now is to accept the limits of what we can reasonably do with our current resources and incrementally do the necessary work to increase our capacity. Our strategy is to move toward a balanced budget, reducing the deficit to zero across three fiscal years. Demonstrating that we can work toward and within a balanced budget is essential in order to grow support from foundations and other benefactors. This work is already well underway.

Key First-Year Initiatives

- 2a. Revise chart of accounts and develop automated reports from QuickBooks
- 2b. Bring FY 16 in on budget. Create budget for FY 17 with deficit less than \$150 K. Plan balanced budget for FY 18
- 2c. Update all standard operating procedures and manuals
- 2d. Conduct a facilities review and report on physical plant projections
- 2e. Finish Staff Training Manual and implement with all staff members.
- 2f. Develop Volunteer Training Manual.
- 2f. Implement new paid-time-off policy



It is not enough to do our best. Sometimes we must do what is required. –Winston Churchill



Strategic Plan 2016-2019

Strategies and Initiatives:

Strategy 3: Develop more collaborations by leveraging our reputation and working with other community nonprofits and businesses

Rationale

MHS has been serving the Monadnock region for 140 years. We enjoy enormous goodwill in the community. We have earned tremendous respect in both the animal welfare world and among community service agencies in the local towns. Our regional area is passionate about collaborating for the greater good. As we seek to extend the reach of our mission to enhance the lives of people and their pets, we have much to offer and to gain by collaborating with community partners. We are actively involved now with Keene State College, the Healthy Monadnock initiative of Cheshire Medical Center, numerous schools, and the Boy Scouts, to name but a few examples of our nonprofit partners. We are also supported by hundreds of small and large businesses. In order to maintain our sustainability we must strategically increase our collaboration, especially advocating for business and community leaders to step up their support for animal welfare.

Key First-Year Initiatives

- 3a. Collaborate with local veterinarians to develop an appropriate approach to need-based vet services.
- 3b. Identify and develop new collaborations with other community service agencies
- 3c. Explore new possibilities for partnering with businesses in the community to provide them with opportunities to serve people and pets
- 3d. Explore new collaborations to support temporary foster care and rehoming
- 3e. Reach out to foundations and appropriate government agencies to advocate for funding and support



Alone we can do so little. Together we can do so much.
--Helen Keller





Strategic Plan 2016-2019

Strategies and Initiatives:

Strategy 4: Improve marketing and communications by inspiring, informing and engaging through social media, website and traditional methods

Rationale

The lobby of our building in Swanzey is only one place where we welcome people and their pets to MHS. Today most people find us first on the web. Our website is now our front door, our welcome center and a major source of information. It is a place where people can register for events, pay for services, or quickly and easily donate to MHS. They often come to our website because they are touched by our presence social media. While we have a basic website and a growing presence on social media it is imperative now that we upgrade and maintain these critical tools and make them state-of-the-art. Contemporary digital culture expects frequent customized, personalized and interactive contact. Through social media and traditional methods we must continue to effectively engage all of our constituents.

Key First-Year Initiatives

- 4a. Establish committee to assess the image of MHS and needed change to branding
- 4b. Develop a marketing and communication plan to increase brand recognition
- 4c. Understand current trends in social media. Communicate regularly via social media.
- 4d. Upgrade website. Revise visual branding
- 4e. Draw on volunteer resources to collaborate with professional staff to enhance website and social media presence



Communication must be HOT. That's Honest, Open, and Two-Way. –Dan Oswald



Strategic Plan 2016-2019

Strategies and Initiatives:

Strategy 5: Grow our fundraising and development

Rationale

MHS depends on fundraising and development for approximately 39% of our income. To stop depleting our reserves we will need to grow our income from fundraising. The changed landscape of the animal welfare industry means that we must change our brand. We must be understood as more than a shelter and more than a major source of family pets. It is critical that our community understands the importance of our wider role in enriching the lives of people and pets in the Monadnock region. We want them to understand the breadth of our work in building the humane community so they will want to invest in our work. The Monadnock region is generous but discretionary giving dollars are highly competitive. Our fundraising efforts must be highly strategic. Research on population age trends in NH indicates a high median age, a growing cohort of baby boomers and an influx of retirees. In order to capture the giving potential of this population we must strengthen our efforts on planned giving.

Key First-Year Initiatives

- 5a. Invest in and use new donor tracking/fundraising software; increase strategic use of data
- 5b. Develop and implement a targeted campaign to cultivate older donors; e.g., planned giving, stock transfers, minimum required distributions); collaborate with local investment advisors and attorneys
- 5c. Grow Planned Giving by 15% each year
- 5d. Continue to draw high quality board members who will actively participate in fundraising
- 5e. Implement an optional paid membership with benefits



The great use of life is to spend it for something that outlasts it. –William James
