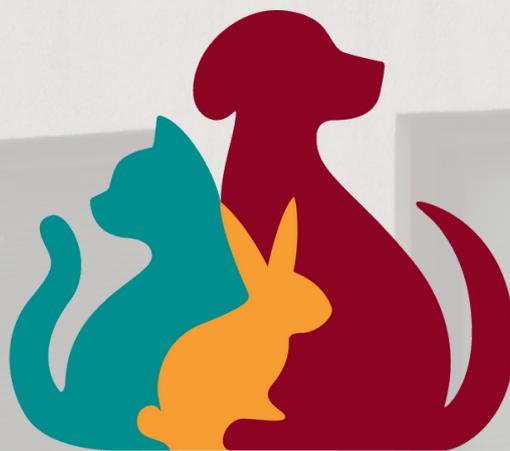


# Strategic Priorities

2021 - 2025

MONADNOCK HUMANE SOCIETY



**Monadnock**  
Humane Society

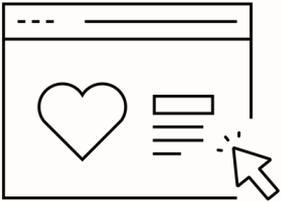
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Broaden and deepen the reach and effectiveness of our community outreach/education and services by assessing and addressing programmatic concerns and trending issues.



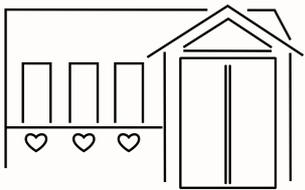
Strengthen our ability to attract, retain, and provide growth opportunities for our staff and volunteers by optimizing the resources we offer.



Bring greater returns in community awareness and support to MHS by leveraging our marketing, communications, and development resources.



Ensure our financial health through four targeted initiatives.



Enable our facilities and infrastructure to effectively meet the present and future needs of MHS through two targeted initiatives.



Build a highly capable, motivated, cohesive, and diverse board of directors through targeted board development efforts.

### Mission and Vision Statement:

The mission of Monadnock Humane Society is to strengthen the animal-human bond by promoting and providing for the well-being of animals.

The vision of Monadnock Humane Society is to be a compassionate community for animals and their companions.



## PROGRAMS

*Broaden and deepen community outreach, education and services.*

### Community Outreach/Education

Better meet the needs of the region that we serve through our mission and programs by building targeted local, state and national partnerships.

Capitalize on emerging educational opportunities for MHS through an assessment of community needs and the subsequent development and implementation of an educational opportunities plan.

Increase the impact of our volunteers and improve their experience with MHS by assessing our Volunteer Program and making subsequent improvements to it.

### Services

Improve and expand delivery of our boarding/day care services by assessing current challenges associated with those services and creating a plan to address them.

Provide low-cost animal care services through evaluating opportunities and creating and implementing a plan to address them.

Optimize both the quantity and quality of animal adoptions and returns through a variety of approaches as a means of developing an overall strategy.

Keep adopted or “about to be surrendered” dogs in their homes by creating and implementing a plan to provide behavioral assessments and training.

Increase our reclaim rate for stray cats by creating and implementing a plan to do so.

Address “Pet Parents in Need” by assessing MHS services and creating or enhancing those services best positioned to accomplish this.





## Human Resources

*Strengthen our ability to attract, retain, and provide growth opportunities for our staff and volunteers by optimizing the resources we offer.*

### Recruitment and Retention

Attract and retain quality staff by regularly assessing compensation and benefits, relative to peers within the animal welfare industry, and making competitive wages and benefits available while adhering to our fiscal policies and ensuring financial sustainability.

Better support our mission and programs by assessing our workplace conditions and current staffing and volunteer structure and making improvements to both based on that assessment.

Foster professional growth for both staff and volunteers through providing targeted professional development opportunities.

Capitalize on emerging educational opportunities for MHS through an assessment of community needs and the subsequent development and implementation of an educational opportunities plan.

Increase the impact of our volunteers and improve their experience with MHS by assessing our Volunteer Program and making subsequent improvements to it.

### Succession Planning

Improve our readiness for staff succession by creating and implementing a succession plan for all key staff leadership and management.





## Marketing, Communications, & Development

*Increasing community awareness. Leverage our internal resources.*

### Marketing, Communications, and Development Planning

Increase potential MHS supporters, revenue, and awareness of key issues by developing 3-5 yr. comprehensive marketing/communications and development plans.

Increase major donor revenue by a designated percentage each year for the duration of this plan through a variety of targeted approaches.

Increase legacy-giving by creating and implementing a comprehensive Jennie B. Powers Legacy-Giving Program.

### Technology

Improve staff effectiveness by ensuring that staff are able to fully utilize all current software relevant to their respective departments.

Foster potential software integration between MHS departments by exploring opportunities for integration and implementing where feasible.

Improve MHS efficiencies by strategic use of both existing and new technologies.





### Financial Health

*Ensure our financial health through four targeted initiatives.*

Subsidize MHS overhead and cost centers in full or in part by assessing and growing profit centers.

Ensure best practices in both financial and investment management by evaluating current practices and making improvements to them based on our evaluation.

Develop the MHS annual budget strategically by referencing this plan when doing so.

Ensure we are positioned strategically and competitively in the local market by creating and implementing a yearly internal “pricing & profit” review of all department services.



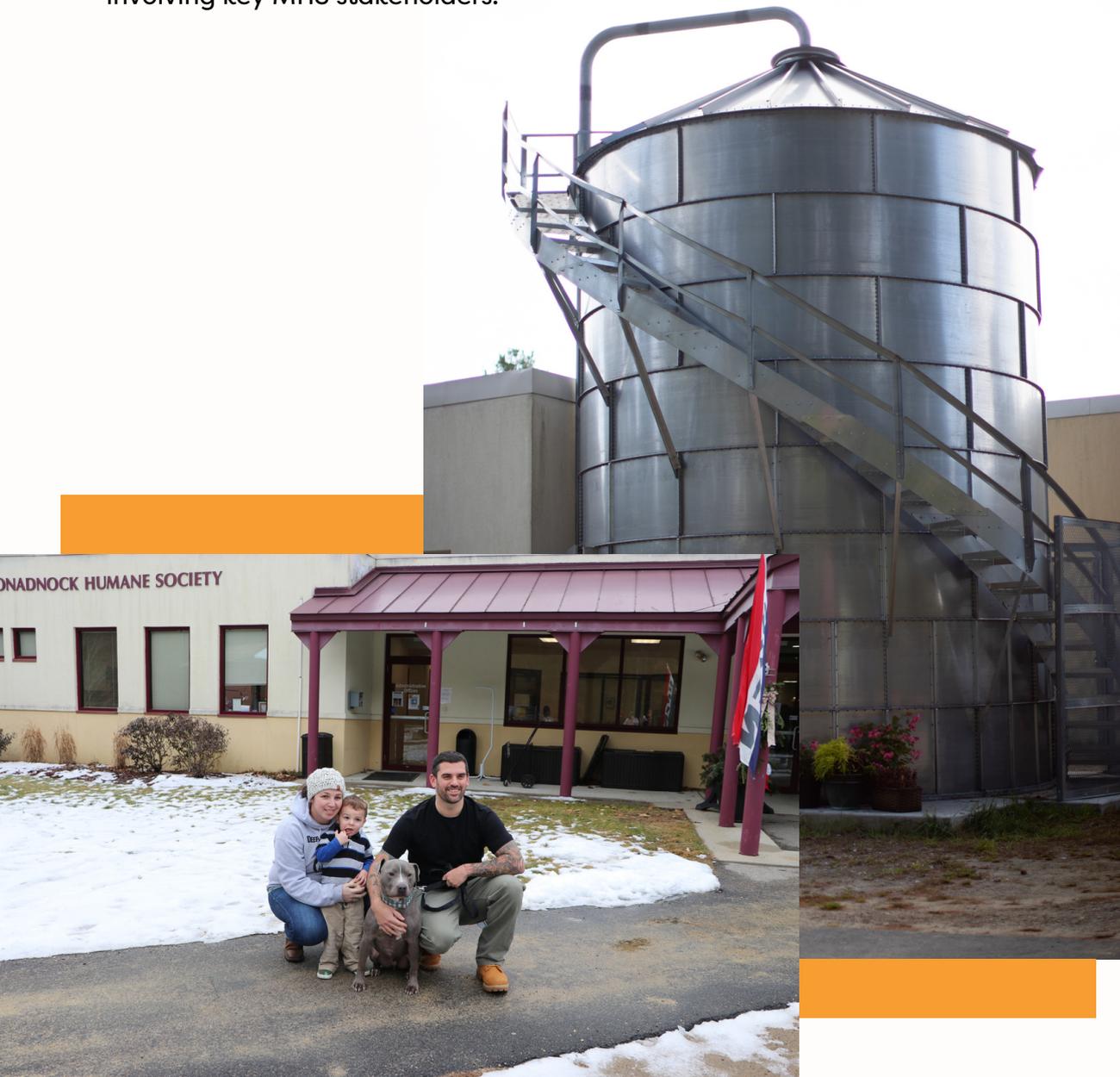


## Facilities and Infrastructure

*Enable our facilities and infrastructure to effectively meet the present and future needs of MHS through two targeted initiatives.*

Address challenges posed by our current facilities and infrastructure by creating and implementing a comprehensive 3-5-year facilities and infrastructure plan for MHS.

Begin to develop a longer-term vision of what the MHS facilities and infrastructure should be to best serve the future needs of the organization through a facilitated visioning process involving key MHS stakeholders.





## Leadership and Governance

*Build a highly capable, motivated, cohesive, and diverse board of directors through targeted board development efforts.*

### Board Recruitment and Succession

Improve board recruitment by creating a 3-5 year board recruitment plan, including use of a skills matrix and development of a “pipeline” of new board members, with recruitment efforts focused on candidates with both leadership interests, experience, and ability.

Improve the board succession process by creating a 3-5 year board succession plan for all board officer and committee chair positions.





Many thanks to our Strategic Plan Committee and to David Chase from DRC Consulting for helping us create these six new strategic priorities that were designed to take us forward as an organization and to our 150th birthday anniversary in 2025

- Kathy Collinsworth, Executive Director
- Emily Kerylow, Shelter Operations Director
- Ashley Okola, Shelter Assistant Manager
- Wesley Wrotchford, Board Chair
- Sharon Wrotchford, Board Member
- Valerie Starbuck, Board Member - Treasurer
- Lee Rigby, Board Member
- Mark Bodin, President, Savings Bank of Walpole
- Joe Coheeny, Board Chair, Savings Bank of Walpole
- Susan Wyckoff, Board Member
- David Chase, Owner DRC Consulting



For more information  
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**[www.drcconsulting.biz](http://www.drcconsulting.biz)**

