



# Central Nebraska Humane Society

## Strategic Plan

### 2018, 2019, and 2020

#### Facilitation Method

The facilitation method utilized is Technology of Participation (ToP). This method encourages participation of the entire group and for the facilitator to remain neutral.

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***"Most of us fear change. Even when our minds say change is normal, our stomachs quiver at the prospect. But for strategists and managers today, there is no choice but to change."***

***– Robert Waterman, Jr.***

***"Until one has loved an animal, a part of one's soul remains unawakened."***

***– Anatole France***

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# Our Focus Question

THROUGHOUT THE STRATEGIC PLANNING PROCESS, WE HAD ONE FOCUS QUESTION THAT SERVED AS OUR GUIDEPOST FOR DISCUSSIONS AND IDEAS:



WHAT DO WE WANT TO SEE IN PLACE FOR CENTRAL NEBRASKA HUMANE SOCIETY BY JANUARY 1, 2021 A RESULT OF OUR WORK TODAY?



## Mission Statement

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*The purpose of the Central Nebraska Humane Society is to promote the adoption of rescued, abandoned, abused, or neglected animals into safe, lifelong homes.*

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# Environmental Scan

At the Strategic Planning Session in June 2016, the team completed an environmental scan by listing the internal strengths and weaknesses of the current environment. Followed by external factors that included opportunities and threats.

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Volunteers, staff</li> <li>• # of adoptions</li> <li>• Programs, facilities</li> <li>• Media involvement</li> <li>• Fundraising and supporters</li> <li>• Quantity of land</li> <li>• Compassion</li> <li>• Public Perception</li> <li>• Compassionate, dedicated board</li> <li>• Full-time Veterinarian</li> </ul>	<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Growth grants</li> <li>• Expansion – land</li> <li>• Additional services (spray neuter to T-N-R)</li> <li>• Fundraising Capital Campaign</li> <li>• Building on to relationships with other NPO, government entities and other communities (untapped)</li> <li>• Low hanging fruit (\$50 donation vs \$50,000)</li> <li>• Donate time</li> </ul>
<p style="text-align: center;"><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Space</li> <li>• SOPs</li> <li>• Condition of facility</li> <li>• More volunteers</li> <li>• Staff turnover</li> <li>• \$ - reliance on donations</li> <li>• Volume of animals</li> <li>• Different types of animals</li> <li>• Scope</li> <li>• Burnout</li> <li>• Compassion fatigue</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Economy, \$</li> <li>• Responsibility/education – pet owners</li> <li>• Deprecation of assets</li> <li>• Disconnect with others in community (i.e., cock fighting, dog fights)</li> <li>• Cultural disparities</li> <li>• Competition – fundraising, employees, negative work flow</li> <li>• Donor burnout – fundraising</li> <li>• People not caring enough to get involved in the community</li> </ul>



# Creation of Three Year Practical Vision

The practical vision workshop focused around the question, “What do we want to see in place for CNHS by January 1, 2021 as a result of our work today?” This was a time for participants to share their hopes and aspirations for the future of CNHS. They were instructed to keep their vision realistic, practical, and hopeful. This allowed for the team to create a shared practical vision.

The team reached consensus on the following practical vision:

## PRACTICAL VISION

ESTABLISH A NETWORK WITH DIVERSE AGENCIES AND COMMUNITIES

IMPROVE THE QUALITY AND QUANTITY OF PROGRAMS

CREATE AND INSTILL AN EMPOWERING WORK ENVIRONMENT

PROGRESSIVE BOARD DEVELOPMENT

ENHANCE AND DEVELOP RESOURCES FOR ON-GOING SUSTAINABILITY

IMPROVE AND SUSTAIN FACILITIES AND PROPERTIES

DYNAMIC AND RECOGNIZABLE MARKETING



# Underlying Blocks

Next, the team turned their attention to the true meaning of CNHS's vision and the underlying blocks that would prevent reaching their vision. Addressing the underlying blocks would allow CNHS's leadership and employees to create strong strategic directions by addressing barriers that would prevent CNHS from realizing their vision and fulfilling a successful strategic plan.

We began this discussion by answering the question, "What is currently blocking our achievement of this vision?"

An example to illustrate the intent of this discussion was an image of a dandelion. The process of analyzing underlying blocks does not involve solving isolated problems, but identifying the root causes of many surface issues. It is like weeding dandelions. If you cut down the dandelions, they grow back within a few days unless you dig down and remove the tap root. In this section of the day, they looked for that underlying causes for the symptoms being experienced in their organization.



# Underlying Blocks

Below is the list of underlying blocks the team developed at the Strategic Planning session in June 2016.

## **Blocks that were identified:**

<ul style="list-style-type: none"> <li>• We want to do everything               <ul style="list-style-type: none"> <li>○ When to not do something because someone else could do it</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Toxic work environment               <ul style="list-style-type: none"> <li>○ Team not in alignment</li> <li>○ Mistrust between staff &amp; board</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• We can't do it all – scope</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge board governance</li> </ul>
<ul style="list-style-type: none"> <li>• How do we decide when to stop?               <ul style="list-style-type: none"> <li>○ Ordinance, laws</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Resistance to change               <ul style="list-style-type: none"> <li>○ New vs seasoned board</li> <li>○ Teamwork - building</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Time limitations for current staff</li> </ul>	<ul style="list-style-type: none"> <li>• Board relationships</li> </ul>
<ul style="list-style-type: none"> <li>• Cultural differences</li> </ul>	<ul style="list-style-type: none"> <li>• Committee structure/function</li> </ul>
<ul style="list-style-type: none"> <li>• Not knowing other agencies and what they do</li> </ul>	<ul style="list-style-type: none"> <li>• Living day to day – not thinking of future (i.e., planning crisis management)</li> </ul>
<ul style="list-style-type: none"> <li>• Law enforcement – like you or not</li> <li>• County Attorney</li> </ul>	<ul style="list-style-type: none"> <li>• Failure to budget &amp; prioritize</li> </ul>
<ul style="list-style-type: none"> <li>• Time limitation</li> </ul>	<ul style="list-style-type: none"> <li>• Define building use and future</li> </ul>
<ul style="list-style-type: none"> <li>• Low unemployment rate – quality of staff</li> </ul>	<ul style="list-style-type: none"> <li>• Identify best practice in advance</li> </ul>
<ul style="list-style-type: none"> <li>• Volume of request needs, volunteer reliability</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer website management</li> </ul>
<ul style="list-style-type: none"> <li>• Lack of understanding of programs</li> </ul>	<ul style="list-style-type: none"> <li>• We don't know what we have and if it is good</li> <li>• Do we have info to do type of assessment?</li> </ul>



# Strategic Directions

The team was asked to consider what actions they could take to best address the identified blocks. These actions will lead to the strategic directions that the CNHS will address over the next three years.

**We began this discussion by answering the question,  
“What innovative, substantial actions will deal with the underlying blocks and  
move us toward our vision?”**

This part of the workshop included participants working by themselves in silence and selecting their top three ideas and sharing it within a small group. The small group then selected their top 10 ideas to share on the sticky wall. The group then developed consensus around the grouping of the ideas with the entire team.

Once the actions were identified by the group, the participants grouped the actions and identified the common directions the actions will drive. From this, the group developed its *Overall Strategic Direction*.

# Overall Strategic Directive

To provide the best experience for all animals in our care and in the communities we serve.



Objective 1	Identify and implement best policies and practices to improve shelter animal welfare and increase adoption									
	ACTION ITEMS	TIMELINE								RESPONSIBLE PERSON(S)
		Jan-Mar 2018	April - June 2018	July - Sept 2018	Oct - Dec 2018	Jan-Mar 2019	April - June 2019	July - Sept 2019	Oct - Dec 2019	
<b>Within 1 year (complete by December 2018)</b>										
1. Evaluate polices and practices that affect animal welfare, stress, and disease transmission between shelter animals										Staff, Governance Committee
2. Evaluate policies and practices that may create obstacles to adoption										Staff, Governance Committee
3. Research the community's needs										Staff, Governance Committee
4. Evaluate policies and practices that affect staff and operational efficiencies and costs										Staff, Governance Committee, Finance Committee
5. Provide supportive medical care to animals in the shelter										Governance, Finance, staff
<b>1 to 3 years (2018-2020)</b>										
6. Implement recommended practices and policies										Staff, Governance Committee
7. Monitor impact of new practices and policies on animal health, adoption success, and length of stay										Staff, Governance Committee
8. Evaluate facility needs after implementation of best practices, including 10 year projected future needs.										Staff, Governance Committee

Objective 2	Modify shelter to minimize animal stress and disease transmission, enhance socialization, and promote adoption										
	ACTION ITEMS	TIMELINE									RESPONSIBLE PERSON(S)
Jan-Mar 2018		April - June 2018	July - Sept 2018	Oct - Dec 2018	Jan-Mar 2019	April - June 2019	July - Sept 2019	Oct - Dec 2019	2020		
<b>Within 1 year (complete by December 2018)</b>											
1. Evaluate building modifications that could improve animal welfare, reduce animal stress and promote adoption											Property Committee, staff
<b>1 to 3 years (2018-2020)</b>											
2. Prepare preliminary plans and cost estimates for building modifications											Property Committee, architect, staff
3. Review plans with staff, board, and animal shelter experts & modify as needed											Staff, board, architect, vets
4. Plan for capital campaign, including evaluating and selecting a campaign consultant											Board, campaign committee
5. Conduct campaign feasibility study with consultant											Campaign Committee, board, consultant, staff
6. Build campaign committee and prepare materials & plans to conduct campaign											Campaign Committee, board, consultant, staff
7. Conduct "Quiet" portion of Capital Campaign											Campaign Committee, board, consultant, staff
8. Conduct public portion of capital campaign											Campaign Committee, board, consultant, staff
9. Complete construction plans and specifications & hire contractor											Property Committee, architect

Objective 3	Board Development: Recruit, develop, and sustain strong board membership.									
ACTION ITEMS	TIMELINE									RESPONSIBLE PERSON(S)
	Jan-Mar 2018	April - June 2018	July - Sept 2018	Oct - Dec 2018	Jan-Mar 2019	April - June 2019	July - Sept 2019	Oct - Dec 2019	2020	
<b>Within 1 year (complete by December 2018)</b>										
1. Define board role expectations										Governance Committee
<b>Ongoing</b>										
2. Add number of board member each year to start at 25										Board Leadership & Governance Committee, Board
A. When adding new members make sure we are covering our needs (financial – legal - HR). This will include the committee completing a skills matrix to identify current and future board needs.										Board Leadership & Governance Committee
3. Hold current board member accountable to roles and expectations										Board Leadership & Governance Committee
4. Board holds itself accountable for the achievement of the strategic plan goals and timeline										Board Leadership & Governance Committee, Board
5. Stabilized board focusing on vision and strategy										Board Leadership & Governance Committee, Board



Objective 4	Educate and Engage community, donors, and partners - Internal and External.									
ACTION ITEMS	TIMELINE									RESPONSIBLE PERSON(S)
	Jan-Mar 2018	April - June 2018	July - Sept 2018	Oct - Dec 2018	Jan-Mar 2019	April - June 2019	July - Sept 2019	Oct - Dec 2019	2020	
	<b>Ongoing</b>									
1. Develop a comprehensive marketing plan										Marketing Committee & Administrative Assistant
2. Implement comprehensive marketing plan										Marketing Committee & Administrative Assistant
3. Develop a public awareness campaign										Marketing Committee & Staff
4. CNHS involved with other non-profits/ organizations i.e. pet therapy										Board & Staff
<b>1 to 3 years (2018-2020)</b>										
5. Consistent plan of contact w/key donors; identify and foster relationships.										Executive Director; Development Director, Board
6. Develop/strengthen relationships with municipalities										Executive Director, Animal Control, Board
7. Membership/participation in local Chamber, Lions, Rotary ( <i>establish targets/metrics</i> )										Executive Director, Staff
8. Collaboration between animal control officers and police officers										Animal Control Executive Director
<b>3 to 5 years (2020-2022)</b>										
9. Create a completely interactive Humane Society experience										Staff, board
10. Better utilization of space and engagement with animals, more space, more staff										Executive Director, Property Committee, Board

Objective 5	Improve our financial position for continued growth.									
ACTION ITEMS	TIMELINE									RESPONSIBLE PERSON(S)
	Jan-Mar 2018	April - June 2018	July - Sept 2018	Oct - Dec 2018	Jan-Mar 2019	April - June 2019	July - Sept 2019	Oct - Dec 2019	2020	
<b>Ongoing</b>										
1. Reconcile financial resources to achieve our organizations objectives										Finance Committee, Bookkeeper, Executive Director
2. Increase gift levels of current donors ( <i>establish targets/metrics</i> )										Development Director, Executive Director, Board
3. Create comprehensive fundraising plan										Fundraising Committee, Development Director
4. Increase asks for contributions; reduce fundraising events										Fundraising Committee, Development Director, Board
5. Develop/strengthen existing/new relationships with Business/individuals										Fundraising Committee, Development Director, Board
6. Become self-sustaining/income generating										Staff, Board
7. Maintain committed supporters and continue recruiting ( <i>establish targets/metrics</i> )										Staff, Board

<b>Objective 6</b>		<b>Retain key staff and volunteers.</b>									
<b>ACTION ITEMS</b>		<b>TIMELINE</b>									<b>RESPONSIBLE PERSON(S)</b>
		Jan-Mar 2018	April - June 2018	July - Sept 2018	Oct - Dec 2018	Jan-Mar 2019	April - June 2019	July - Sept 2019	Oct - Dec 2019	2020	
<b>Within 1 year (complete by December 2018)</b>											
1. Re-evaluate staff job descriptions											Executive Director, Governance Committee
2. Develop Volunteer "job" descriptions											Executive Director, Governance Committee
3. Evaluate Organizational Structure											Executive Director, Governance Committee
4. Develop key leaders' management and supervisory skills.											Executive Director, Governance Committee
5. Develop training programs for staff and volunteers											Executive Director, Governance Committee
<b>1 to 3 years (2018-2020)</b>											
6. Foster work environment where people want to stay – metric: turnover rates											Staff, Board
7. Update performance evaluations goals and progress											Executive Director, Governance Committee
<b>3 years and beyond (2020 on)</b>											
8. Ensure staff is paid local market rates for comparable work, including benefits.											Finance Committee