

Making Plans to Make a Difference

business planning
for shelters
to inspire,
mobilize
and
sustain change

by
Bert Troughton and Caryn Ginsberg



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Caryn Ginsberg, Animal Strategies, helps animal protection professionals get better results from their time, energy and funding. As a consultant and trainer, she works with nonprofits to adapt proven strategies and marketing approaches from business in order to create a more humane world. Organizations ranging from local humane societies to our movement's largest organizations have designed more effective programs and campaigns with her help. Caryn has taught social marketing courses for Humane Society University. She has served on the Executive Committee of Summit for the Animals, a coalition of leaders of national animal protection groups, and on the board of directors of the International Institute for Humane Education. For information on how Caryn can assist your organization with business planning and social marketing, please visit www.animalstrategies.com, email caryn@animalstrategies.com or call 703-524-0024.

Dear Friend of Animals,

Congratulations! By reading *Making Plans to Make a Difference* you've shown that you are committed to doing your very best for animals.

Savvy for-profits have used the tools of business planning for years to get better results. Leading non-profits in the health care, social services, and environmental sectors, and now the animal protection field, are applying these proven approaches to advance their missions.

We've developed *Making Plans to Make a Difference* to help you discover new ways to save animals. The contents have been designed to enable you to...

Move ahead with confidence. Although the activities in this manual originated in the for-profit world, we'll show you how the concepts apply to humane societies with specific examples on spay/neuter, adoption, licensing, humane education and more.

See results from other leaders in animal protection. You will read about organizations like yours that have used these methods. You will not only get a better picture of the success that you can achieve, but also gain insight on how to manage your own efforts.

Learn techniques that you can use over and over again. These tools work—whether you're conducting long range or strategic planning; evaluating a new program, service or campaign; considering a new facility; or conducting ongoing assessments of your organization.

Choose the activities that are right for you. We've structured this guide as a series of activities that you can do individually or as a complete process. Try one, two, three or all the activities—in sequence or in an order customized for your organization—to enhance your effectiveness.

Get started more easily. Every activity begins with an overview of what's involved and why the effort will help you improve. There are step-by-step instructions on what you need to do to plan and implement these new processes.

We applaud you for being a leader in helping animals and look forward to working with you to create a more humane world. Please read the overview that follows to learn more about this manual and contact us (outreach@aspca.org) if you need additional support.

Thank you for all you do!

Sincerely,

Julie Morris
Senior Vice President
ASPCA, National Shelter Outreach
New York, NY

Foreword

Psst... The Glass is Half Full, Pass it On

In August of 1992 I started my first day as an executive director of a small humane society in New Hampshire. Having just learned of animal overpopulation two weeks earlier (in my interview!), my first year was, to say the least, overwhelming. In the midst of constant crisis management, I was asked to join our state federation where I met—among other wonderful, talented people—Peter Marsh. The Federation had been working since 1990 to pass a bill for a state-funded spay/neuter program, and Peter was the chief innovator and cheerleader of this effort. Because my colleagues were so welcoming and helpful to me, I felt I couldn't say no to adding this new effort to my overflowing plate. For the next year and a half, Peter would call often with the “next steps” for passing our bill. His calls always began with effusive thanks and lavish praise for some small step I had already taken on our legislative effort. This would be followed with chipper words of encouragement and an idea about a next small step that could make a big difference. The calls went something like this:

“Hey kid, thanks for contacting your senator, and I loved that piece in your newsletter... I'll tell you what, it's really catching on all over the state, too. Did you see what Nancy's up to? I'll tell you, we're gonna get there. Here's what we're up to now...”

After one of these chats with Peter, my fellow Federation members and I would pass it on. We'd talk to our staffs and volunteers, our boards, our donors—anyone and everyone with a heart! Peter's positive conversation was repeated countless times and with countless people until that bill became law and our state spay/neuter program launched in July 1994. It was even more successful than we'd hoped. In its first six years of operation, the New Hampshire spay/neuter program led to a 77% statewide reduction in euthanasia of cats and dogs; and in the year 2000 gave New Hampshire the distinction of the lowest per capita euthanasia rate in the nation.

A lot of people committed a lot of hard work for that law, but Peter's persistent and sincere “the glass is half full” approach is what kept all of those people and their work on course.

Just about 10 years from my first official day in animal welfare, I discovered a whole school of thought on change called Appreciative Inquiry* which supports Peter's “half-full” approach. In fact, there's mounting evidence from various disciplines, like the placebo effect in medicine and the Pygmalion effect in education, that bears out the power of looking at that glass as half full.

Today there are success stories throughout our field... humane societies with behavior and training resources giving people the tools to live successfully with their animals, foster families expanding the capacity of shelters by hundreds of animals, humane societies and animal controls partnering to provide more and better services to their communities, and the list goes on. When we look appreciatively at what's working and inquire about what makes it work so well, our capacity to create better organizations and a better future for animals and people grows exponentially.

In this guide you will “meet” some amazing people and see snapshots of emerging innovations. These people and organizations—and you and your organization—have much to offer the field. The glass is half full—maybe more! As you learn from the activities and examples in this guide—and from your own experience—pass it on. Share your learning by emailing the ASPCA National Shelter Outreach team at outreach@aspc.org. We’ll record your story and make it available to others in the field.

Thank you! Pass it on,

Bert Troughton

Many thanks to the people and organizations who have contributed their knowledge and innovations to the field through this guide:

Peggy Asseo & The Anti-Cruelty Society of Chicago	Gaylene Lee
Julie Bank, Nancy Harris & Maricopa County ACC	Lincoln Animal Control (Nebraska)
Best Friends Animal Society	Maddie’s Fund
Pam Burney & North Richland Hills Animal Services	Lauren Malmberg & Peoria Animal Welfare Shelter
Barbara Carr & Erie County SPCA	Peter Marsh & Solutions to the Overpopulation of Pets & the New Hampshire Federation of Humane Organizations
Daniel Crain & San Francisco SPCA	Quita Mazzina & Humane Alliance of Western North Carolina
Deb Crute & Humane Society of Central Delaware County	Nancy McElwain & MSPCA Phinney’s Friends
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Lisa Dennison & New Hampshire SPCA	Nancy McKenney & Humane Society of Seattle/King County
Paula Fasseas & PAWS Chicago	St. Hubert's Animal Welfare Center
Janet Fortner, Morgan Lance & Marin Humane Society	San Diego Humane Society
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Jane Hammoud & Trustee Leadership through Policy Governance®	Laurie Storm & Upper Valley Humane Society
Sharon Harmon & Oregon Humane Society	Jim Tedford & Humane Society at Lollypop Farm
Humane Society of Greater Nashua	Christine Titus & Seattle Animal Shelter
Humane Society of Kent City, Michigan	Kitty Yanko & Peoria Humane Society
Humane Society of Chittendon County	Victoria Wellens & Wisconsin Humane Society
Humane Society of Santa Clara Valley	Steve Zawistowski, Ph.D. & ASPCA Animal Sciences
International Institute for Humane Education	

* Cooperrider, D., Srivastva, S. (2000) Stipes Publishing, *Appreciative Inquiry: Rethinking Human Organizations Toward a Positive Theory of Change*.

Appreciative Inquiry 4-D Cycle



Organizations are made up of people. As a result, change and progress in organizations is as ongoing and multidimensional as the living, learning and growing process of every human being. The four sections of this guide follow a 4-D (as in multi- and inter-dimensional) model of organization development which says that organizations are always in the process of four activities: Discovering, Dreaming, Designing and Delivering. Each activity simultaneously builds upon—and provides a springboard to—the others. You and your organization can conduct an entire strategic or long-range planning process by beginning at "Discover" and working through every activity in the order it is presented. You can also begin at any point that seems particularly interesting or helpful to you at any given time and follow the steps that seem right for you.

In the final chapter you will find a format for documenting your work as a business plan that you can use as a funding prospectus for foundations and major donors, as a detailed proposal to your community, local government or potential partners, and as a clear road map for your board, staff and volunteers.

Note: The 4-D design is part of the positive change theory called Appreciative Inquiry, originated by David Cooperrider, Suresh Srivastva and others at Case Western Reserve University.

USING THIS GUIDE

Which activities are right for you? When?

	Chapter 1: Status Check	Chapter 2: Community Assessment	Chapter 3: Competitive Analysis	Chapter 4: Benchmarking	Chapter 5: Vision	Chapter 6: Mission	Chapter 7: Impact for Effort Analysis	Chapter 8: Objectives	Chapter 9: Feasibility Studies	Chapter 10: Fiscal Status	Chapter 11: Partnerships	Chapter 12: Business Plans
Organizational Planning	✓	✓	✓	✓	✓	✓	✓	✓	✓	1	✓	2
Designing New Programs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Building or Renovating	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Assessment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

¹ Part of Budget Forecast ² Sometimes

Organizational Planning

Whether you are contemplating a new organization, embarking on your first strategic plan, or conducting your annual planning process, this book will help you understand your situation and chart a successful course.

Designing New Programs, Services or Campaigns

Before you launch that new initiative, use the tools in this book to review your situation and define recommendations that will lead to better results where they count most: in dollars and lives.

Building or Renovating

A new building or renovation could improve your animal care, adoptions, and public image—or it could become a giant drain on precious resources. Inside you'll find sound planning tools to make sure that building will be the best use of resources for advancing your mission.

Assessment

The tools you use to plan can also help you evaluate your progress and continually improve the efficiency and effectiveness of your organization.

Key







	Ahead of the Pack		Example
	Caution		Food for Thought
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If you get stuck, don't stay there! On page 145 you'll find a list of people, organizations, and web sites that can help you. Or contact the ASPCA National Shelter Outreach Team:

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Chapter One

Know Yourself—Status Check



Erie County SPCA Finds Off-Site Adoptions Critical to Reaching Goals

The Erie County SPCA in New York has set a goal to save every adoptable and treatable animal in their region by 2005. Part of their strategy to reach that goal involves tracking the source for their adoptions in order to plan for successful adoption program expansion.

Through careful record keeping, the SPCA knows—for example—that in 2002 more than 1,300 adoptions (nearly one in four of the agency's total adoptions) occurred at off-site locations. And a quarter of these (416) took place via their popular mobile adoption unit, the Whisker Wag'n. Further analysis has revealed that many of the off-site adopters had never visited any of the SPCA's permanent locations, which indicates that off-site adoptions are helping the SPCA to increase their market share—an essential component of reaching their overall goal. Finally, before expanding off-sites, the SPCA wanted to make sure that these increased adoptions were quality adoptions. Careful follow-up has revealed that off-site adoptions have satisfaction and retention rates equal to or better than on-site adoptions (a finding supported by research in other locations, see Neidhart & Boyd's "Companion Animal Adoption Study" in *JAAWS* 5(3), 2002). "Our numbers and our research make it clear," says Executive Director Barbara Carr, "We can save more lives and reach more people by taking the animals to them."







Example is not the main thing in influencing others. It is the only thing.

—Albert Schweitzer

Know Yourself—Status Check

<p>What is it?</p>	<p>A status check uses data to give you a more precise picture of your organization’s outcomes and the progress on your initiatives. Data includes statistics, rates and percentages which enable you to compare your organization’s current results to your past performance and future goals, and to the performance of other organizations.</p>
<p>Why do it?</p>	<p>Measuring status is like checking the vital signs of your organization. The more you understand about your strengths, improvement opportunities, and track record, the more strategically you can plan your next course of action.</p>
<p>When?</p>	<p>Ongoing.</p>
<p>How?</p>	<ol style="list-style-type: none"> 1. Collect data and calculate indicators. 2. Compare to other organizations. 3. Examine trends. 4. Interpret results.

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. Collect data and calculate indicators.

Begin by assembling information on your operations. Use the Daily and Monthly Records on pages 12 and 13, or download a basic statistics form at www.petpopulation.org/basicstats.pdf. You'll want to track your results for the following key items at a minimum:

- How many kittens, cats, puppies and dogs are admitted?
- How many of these are stray, surrendered, returned, protective custody or other?
- How many of these are adopted, transferred to another organization, returned to their guardians or euthanized?

If you are considering a specific program or initiative, think about what additional data might relate specifically to that effort and design your own form. For example, you might collect information on number of dog licenses, reasons for relinquishment, participants in training classes, etc.



With accurate statistics, you can...

- plan new programs or buildings to effectively meet needs,
- provide feedback and inspiration for your staff and volunteers,
- demonstrate to funders how well their dollars are invested,
- assess your progress on your goals and plans, and
- evaluate the effectiveness of your programs, identifying those that are most successful.

Here are some measures to consider for data collection:

SPAY/NEUTER

low-income spay/neuter
in-house spay/neuter
other spay/neuter
total spay/neuter
spay/neuter per capita

ID

cat IDs/dog IDs
total IDs issued

HUMANE EDUCATION

behavior helpline calls
dogs/guardians graduating from training class
repeat training class customers
customers referred by past graduates
kids graduating from classes or camps

VOLUNTEERS

adults/families providing foster care
active volunteers
volunteer hours
community service hours

LIVE RELEASE

return to guardians
return-to-guardian rate
adoptions net returns via off-site
adoptions net returns via foster
adoptions net returns via petfinder.com
adoptions net returns on site
total adoptions net returns
adoption rate
adoptions per capita
transfer to rescue
transfer to adoption organizations

EUTHANASIA

euthanasia for space
euthanasia for illness
euthanasia for behavior
euthanasia for temperament
total euthanasia
euthanasia rate
euthanasia per capita

INVESTIGATIONS

cruelty complaints
seizures
prosecutions

The possibilities for data you can collect and track are virtually limitless.

Here’s a small sample of data collected by animal protection organizations around the country:

- Broward County Humane Society in Florida collected over \$1 million in at-the-counter donations in 2001 (this translates to an average donation of \$13.41 for every adoption center transaction). BCHS also processes 400 pounds of laundry every day.
- Erie County SPCA in New York answers the phone on average 400 times per day.
- Lincoln Animal Control in Nebraska received 485 bite reports in 2001, and increased licenses by 623 to 45,505.
- Marin Humane Society in California vaccinated 1,536 dogs and cats at clinics in 2001.
- Oregon Humane Society in Portland had 207,685 visitors to their website. OHS officers traveled 26,963 miles investigating 1,225 reports of cruelty in 2001.
- Saint Hubert’s Animal Welfare Center in New Jersey issued 3,873 canine diplomas in 2002.
- San Diego Humane Society in California had 710 minutes of TV and radio air time in 2001.
- The SPCA of Texas logged 41,787 volunteer hours in 2002 (and calculated the value of those hours at minimum wage to be \$381,489).
- Wisconsin Humane Society has a 1:10 staff-to-volunteer ratio with 80 staff and 800 volunteers.

The number that you want to see may require an additional step with the data.

For example, you might measure off-site adoptions as a percent of the total or evaluate euthanasia on a per capita basis (by dividing euthanasia by your community population) as in the following example:



San Francisco combined SFSPCA & SFACC Dog & Cat Statistics—Fiscal 2001/2002

Raw Statistics

Human Population	750,000
Animals Admitted	7,836
Animals Adopted	4,975
Animals Redeemed	1,307
Animals Euthanized	2,163
Animals Neutered	7,500

Per-Thousand Population Statistics

Intake	10.4	admissions ÷ population x 1,000 (i.e. 7,836 ÷ 750,000 x 1,000)
Adoption/Redemption	8.4	adoptions + redemptions ÷ population x 1,000
Euthanasia	2.9	euthanasia ÷ population x 1,000
Spay/Neuter	10.0	surgeries ÷ population x 1,000
Budget*	\$10.00+	budget ÷ population


*Budget = total SFACC budget (approximately \$6M), plus SFSPCA funds dedicated to adoption (approximately \$1M) and spay/neuter (approximately \$1M).

Enhance planning and fundraising by linking your data to your budget.

What is your cost per animal handled? ... cost per adoption? ... cost per euthanasia? ... cost per spay/neuter? These numbers could help you secure government funding for prevention programs. For example, John Wenstrup and Alexis Dowidchuk published a study in 1999 in the *Journal of Applied Animal Welfare Science* which indicated the average cost for handling per animal (of 186 shelters surveyed) was \$176. For an animal control facility routinely handling 10,000 animals annually, a spay/neuter or ID program that effectively reduces admissions by a modest 10% would save the government \$176,000 per year.

Using a more conservative \$105 per-animal-handled cost, New Hampshire demonstrated that the state spay/neuter program saved the state a net \$2,671,000 over seven years. (Source: Solutions to the Overpopulation of Pets, Inc., 2001)

Note: By using a monthly statistics record like the one on page 13, you will be able to convert your statistics to apply to a fiscal year (for budgeting purposes) as well as a calendar year (for state and regional tallies and comparisons).

 **You can understand even more about your operations** by breaking your statistics into service categories. The example (right) categorizes prevention services and intervention services. Customize your own chart using the model on page 14.

Measure		Five Years Ago	Three Years Ago	Last Year	Actual or Projected This Year
PREVENTION SERVICES	Low-income spay/neuters				
	In-house spay/neuters				
	Other spay/neuters				
	Total spay/neuters				
INTERVENTION SERVICES	Adoptions via off-site				
	Adoptions via foster				
	Adoptions via pefinder.com				
	Adoptions on-site				
	Total Adoptions				

 **Statistics & Facility Design**

If you are building or renovating, in addition to looking at how many animals you care for in a year, determine your average length of stay for felines and canines. In regions where admission numbers are declining and in limited-admission facilities, average lengths of stay are growing significantly. If, for example, average length of stay for cats is more than two weeks, your new facility may better serve those animals with condos or open cat rooms instead of traditional cages.

Length of stay will impact the space, medical, physical, and emotional needs for each animal, which will result in an increased demand for staff both in hours and level of expertise. Longer lengths of stay will also reduce the total number of animals who can be cared for in a given time frame. For more information, see "Guidelines for care in short-term, long-term, and sanctuary facilities," by Connie Howard and Staci Veitch in *American Humane's Protecting Animals*, Vol. 19, No. 1, pages 8 to 15; info@americanhumane.org.

Step 2. Compare to other organizations.

To understand your current status and what is possible, identify some leaders in the field as well as some organizations serving communities comparable to yours.



A Comparative Sampling for Hillsborough County

By making euthanasia per-thousand-population comparisons, No More Homeless Pets of Hillsborough County, Florida (NMHP-HC) was able to quickly assess the magnitude of their county’s overpopulation problem. Because their adoption rate was already higher than both New Hampshire (NH) and San Francisco (SF), NMHP-HC staff realized that their euthanasia rate was not a result of low adoption numbers. With further research they learned that both NH and SF have substantial resources in place for high-volume, targeted spay/neuter, which has dramatically reduced admissions and, therefore, euthanasias.

	Euthanasia*	Adoptions**
New Hampshire	2.2	8.1
San Francisco, CA	2.9	8.4
Orlando/Orange County, FL	12.6	
US Average	15.7	
Pasco County, FL	22.0	
Hillsborough County	33.0	9.7
San Antonio, TX	33.0	
Lake County, FL	35.0	

* Source: *Animal People*, 2001 Estimates.

** Source: Solutions to the Overpopulation of Pets, Inc.

What statistics and measures are others tracking? Compare your data and indicators to results for other organizations as in the example below. Use

the Benchmarking and “Comps” Assessment forms on pages 15 and 16. For more information on benchmarking, see Chapter 4.

“COMPS” ASSESSMENT

Comparable Organizations	Measures They are Tracking	Their Results		
<p>Animal Control</p> <ul style="list-style-type: none"> • North Richland Hills Animal Services • Rural (between Dallas-Fort Worth) Texas • Human population 60,000 • Animals handled per year: approximately 2,700 • FTE* staff: 8 • Operating Budget ('02): \$564,000 • Hours: M 9-5; T-F 9-7; Sa 10-5 	<p>Dogs live release Dogs euthanized Cats live release Cats euthanized Calls for service Visitors Volunteer/comm svc hours Microchips implanted</p>	<p>2002 63% 500 25% 801 3140 18,131 2801 159</p>	<p>2001 56% 703 19% 1065 3519 15,844 2308 n/a</p>	<p>2000 67% 602 23% 1068 3638 13,945 2518 n/a</p>
<p>Private Shelter with Impound Contracts</p> <ul style="list-style-type: none"> • Humane Society of Central Delaware County • Rural/agricultural New York • Human population 40,000 • Animals handled per year: approximately 1,100 • FTE* staff: 6 • Operating Budget ('02): \$249,000 • Hours: T-Sa 11-4; S 1-3 (summers) 	<p>Dogs in Adopted/reclaimed Transferred for adoption Euthanized Cats in Adopted or reclaimed Transferred for adoption Euthanized Also track animals received by town.</p>	<p>2002 406 77% 44 14% 731 37% 80 60%</p>	<p>2001 449 76% n/a 24% 468 42% n/a 58%</p>	<p>2000 471 68% n/a 33% 551 28% n/a 65%</p>

* FTE means full-time equivalent.



Need ideas about who’s doing what out there? Ask the NSO team: outreach@aspc.org.

Step 3. Discover trends.

Assess your progress looking at your data over time. Monthly snapshots enable you to understand and anticipate the seasonal flow of the business.

Quarterly and yearly statistics help you compare your productivity to previous time frames.



Measuring Long-Term Success

Notice the changing trend in these New Hampshire (NH) statistics beginning in 1994 with the passage of legislation for state-funded high-volume, low-cost, targeted spay/neuter.

Reducing Cat & Dog Euthanasia in New Hampshire Shelters 1980-2000

YEAR	DOGS	CATS	TOTAL	% CHANGE FROM AVG.	PER 1000 PEOPLE
1980	7,886	9,492	17,378		17.3
1981	6,195	8,385	14,580		14.5
1982	5,412	6,243	11,655		11.6
1983	4,569	7,647	12,216		12.2
1984	4,362	7,364	11,726		11.7
1985	3,705	7,585	11,290		11.2
1986	4,019	6,564	10,583		9.5
1987	2,750	6,558	9,308		8.4
1988	2,369	8,065	10,434		9.5
1989	3,324	8,544	11,868		10.7
1990	3,342	9,108	12,450		10.9
1991	2,636	9,787	12,423		10.9
1992	2,177	9,332	11,509		10.4
1993	1,665	9,829	11,494		10.4
Average annual total from 1980-1993			11,309		11.4
1994	1,620	8,701	10,321	-9 %	9.4
1995	1,155	5,959	7,114	-37%	6.5
1996	1,242	5,555	6,797	-40%	6.0
1997	1,085	4,972	6,057	-46%	5.2
1998	1,041	3,775	4,816	-57%	4.2
1999	774	2,592	3,366	-70%	2.8
2000	634	1,941	2,575	-77%	2.2

Note: NH began state-funded neuter assistance in 1994. Funded by a \$2 surcharge on dog licenses, the program offers spay/neuter for all adopted animals at \$25, and spay/neuter plus necessary vaccinations at \$10 for all animals of persons on public assistance. More than two-thirds of the state’s veterinarians participate. Veterinarians receive 80% of their normal fees from the program and performed 34,000 surgeries through fiscal 2002.

Source: NH Federation of Humane Organizations, Inc.; Solutions To the Overpopulation of Pets, Inc.

Step 4. Interpret results.

The power of data is not in the numbers themselves, but in what you learn and how you use that knowledge. Consider your data and trends with colleagues, board members, staff, and volunteers. Ask yourselves why the numbers are what they are, and why they may be getting better or worse. Don't be surprised if the data initially

leave you with more questions than answers! You may need to explore underlying factors to get to the bottom of the issue. For example, if adoptions are down, are there fewer people coming to the shelter, a higher percentage being rejected, or fewer of the most easily adopted animals available? Use the chart on page 17 to analyze your trends.

Data	Trend	Possible Internal Reasons (changes in organizational resources or practices)	Possible External Reasons (changes in community needs, resources, behaviors, or environment)
Adoptions	Up 10%	More adoption staff Better customer service training Increased newspaper ads	Increase in human population
Kitten euthanasia	Down 22%	More foster families Better cleaning procedures	Feral population declines due to TNR



Statistics as Inspiration

At Maricopa County Animal Care & Control (MCAC&C) in Phoenix the staff posts a “Plus One” erase board for increasing adoptions and decreasing euthanasias. Tracking back to the same day of the week for the previous year, they remind themselves every day of how well they did last year, and challenge themselves to do at least one better each day this year. Julie Bank, Director of Public Programs and Development, says the board has been a great motivator for staff because it is something they see and use every day. MCAC&C’s three shelters have formed a bit of a friendly competition to see whose numbers will be greater! On most days, MCAC&C staffs meet their Plus One goal and then some—which means a combined total of at least 1,065 (365 days/year - 10 holidays x 3 facilities) more adoptions—or a minimum 5% improvement over their 2002 adoptions of 21,023.



For research and statistics on animal overpopulation visit the National Council for Pet Population Study & Policy at www.petpopulation.org; for a collection of comprehensive and free program evaluation resources for download visit the innovation network at www.innonet.org/resources/general_guides.cfm.

MONTHLY RECORD

Date: _____

		THIS YEAR		LAST YEAR		PREVIOUS YEAR		PREVIOUS YEAR	
		MONTH	YTD	MONTH	YTD	MONTH	YTD	MONTH	YTD
DOGS									
METHOD OF ENTRY	Owner surrendered								
	Runng-at-large, stray								
	Transferred in								
	Owner-requested euthanasia								
	Other								
METHOD OF DISPOSITION	Returned to owner								
	Placed/adopted								
	Euthanized								
	Transferred out*								
	Other								
CATS									
METHOD OF ENTRY	Owner surrendered								
	Runng-at-large, stray								
	Transferred in								
	Owner-requested euthanasia								
	Other								
METHOD OF DISPOSITION	Returned to owner								
	Placed/adopted								
	Euthanized								
	Transferred out*								
	Other								
OTHER									
METHOD OF ENTRY	Owner surrendered								
	Runng-at-large, stray								
	Transferred in								
	Owner-requested euthanasia								
	Other								
METHOD OF DISPOSITION	Returned to owner								
	Placed/adopted								
	Euthanized								
	Transferred out*								
	Released to wild**								
Other									

*to rescue, other shelters, or adoption centers

** applicable to wildlife only

YTD = year to date

DATA COLLECTION AND TRACKING RECORD

Measure		Five Years Ago	Three Years Ago	Last Year	Actual or Projected This Year
PREVENTION SERVICES					
INTERVENTION SERVICES					

BENCHMARKING ASSESSMENT

<i>Leaders in the Field</i>	<i>Measures They are Tracking</i>	<i>Their Results</i>

"COMPS" ASSESSMENT

Comparable Organizations	Measures They are Tracking	Their Results

TRENDS ANALYSIS

Data	Trend	Possible Internal Reasons (changes in organizational resources or practices)	Possible External Reasons (changes in community needs, resources, behaviors, or environment)

Chapter Ten

Make Sense of Your Dollars—Fiscal Status Check



Increasing Spay/Neuter Capacity

Fiscal analysis made more spay/neuter surgeries possible in Western North Carolina. In 2000, the Humane Alliance of Western North Carolina (HAWNC) conducted a thorough financial review of their high-volume, low-cost, targeted spay/neuter clinic. Among their findings:

- the surgery center costs \$5.21 per minute to operate;
- HAWNC must perform a minimum of 65 surgical sterilizations per day to cover all expenses;
- the more spay/neuter HAWNC performs in a day, the lower their cost per surgery; and
- the lower the cost per surgery, the more reduced-fee spay/neuter HAWNC can perform.

Through careful fiscal analysis and management, Executive Director Quita Mazzina can proudly point to 90,000+ low-cost surgeries performed over the past nine years, thanks to a dedicated staff of 12 and a consistently balanced budget and managed cash flow.







*The highest use of capital is not to make more money,
but to make money do more for the betterment of others.*

—Henry Ford

Make Sense of Your Dollars—Fiscal Status Check

What is it?	A fiscal status check examines where your money comes from and where it goes, and guides you to manage cash flow so that your money keeps up with your demand.
Why do it?	In addition to making you a stronger candidate for grants and major gifts, tracking and managing your money proactively builds a solid base to support your good work.
When?	<ul style="list-style-type: none"> • when conducting annual or strategic planning • prior to launching any major fundraising campaign • annually to assess your money management
How?	<ol style="list-style-type: none"> 1. Analyze revenues. 2. Analyze expenses. 3. Plan for improvement. 4. Assess overall fiscal health.

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. Analyze revenues.

Identify revenues by source and proportion. Use the Revenue Analysis on page 122.

A Revenue Source	B Revenue	C % of Budget
Fee for service 1: <i>Adoptions</i>	\$150,000	25%
Fee for service 2: <i>Reclaims</i>	32,500	5%
Fee for service 3: <i>IDs</i>	10,000	2%
Fee for service 4: <i>Training classes</i>	25,600	4%
Total Fee for Service	218,100	36%
Membership	90,000	15%
Donations	105,000	17%
Planned gifts	15,000	3%
Foundations	50,000	8%
Government/Private contracts	20,000	3%
Interest from investments	64,900	11%
Net sales	45,000	7%
Other		
Total Revenue	\$608,000	100%

In the example above, revenue sources are listed in Column A. (Fees for service include services such as adoptions, training classes, reclaim fees, pet IDs, etc.)

The amount of revenue for each source is listed in Column B.

The percent of budget in Column C is calculated by dividing revenue source by total revenue. In this example, adoptions represent 25% of total revenue: $150,000 \div 608,000 = .25$.

Step 2. Analyze expenses.

Identify expenses by source and proportion as in the example below. Use the Expense Analysis on page 123.

A Expense Source	B Expense	C % of Budget
Prevention: spay/neuter, identification, humane education, behavior training	\$110,00	18%
Intervention: sheltering/adoptions, investigations, behavior consulting, food assistance	340,00	56%
Advocacy: lobbying, demonstrations, court cases	40,000	7%
Total Program	490,00	81%
Administrative*	62,000	10%
Development**	56,000	9%
Total Expenses	\$608,000	100%

* Administrative refers to non-program-related costs such as secretarial and reception work, bookkeeping/accounting, legal counsel, human resource management, consulting and the portion of the CEO’s salary which is dedicated to administrative tasks.

** Development refers to fundraising expenses (i.e. non-administrative and non-program costs).

Expenditures for each source include wages and related expenses (for all personnel dedicated to the function), costs of consumable supplies and a percent of building and operations costs (including insurance) proportionate to the space used by the function. For example, if humane education occupies an office that is 1/10 the size of your entire building, charge 1/10 of all building and operational costs to humane education.



Satisfy Foundations and Savvy Donors

Donors want to support your mission, not your office expenses. Aim to keep your combined fundraising and administrative expenses below 20% of your budget. To find out how you compare to other nonprofits in this regard, check out some benchmarks. Visit www.guidestar.org to view the tax returns for over 850,000 nonprofits. The first page of a nonprofit’s form 990 provides breakdowns of types of revenue and percent of expenses allocated to program and administration.

Step 3. Plan for improvement.

Convene a finance committee (board and staff) to review your revenue/expense breakdowns:

- How comfortable are you with your revenue sources?
- Would you like to change your reliance (up or down) on certain revenue sources?
- Do your allocations (expenses) appropriately reflect the intent of your mission? For example, if your mission is primarily prevention based, are your largest allocations dedicated to prevention programs?

When you have identified revenues and expenses you would like to change, brainstorm possibilities for making those changes. For example, if you are currently drawing on principal from your endowment, options for reducing your reliance on the en-

dowment might include: hire an experienced development officer to increase annual and major gifts revenue; ask board members to raise assigned dollar amounts in new donor revenue; or discontinue a program not directly linked to your mission in order to cut expenses.

Assign committee members to research each idea so that you can evaluate all of the potential ramifications before implementing a plan. Identify the ideas with the most promise for moving you in the desired direction and establish objectives with realistic time frames for accomplishment (see Chapter 8 on objectives). Remember to incorporate your fiscal goals—and objectives to achieve them—into your annual or strategic planning.

A Revenue Source	B Revenue	C Current % of Budget	D Desired % of Budget by (Year)
Fee for service 1: <i>Adoptions</i>	\$150,000	25%	
Fee for service 2: <i>Reclaims</i>	32,500	5%	
Fee for service 3: <i>IDs</i>	10,000	2%	
Fee for service 4: <i>Training classes</i>	25,600	4%	6% by 2006, see Note #1
Total Fee for Service	218,100	36%	
Membership	90,000	15%	
Donations	105,000	17%	
Planned gifts	15,000	3%	
Foundations	50,000	8%	
Government/Private Contracts	20,000	3%	
Interest from investments	64,900	11%	9% by 2006, see Note #2
Net sales	45,000	7%	
Other			
Total Revenue	\$608,000	100%	

Note #1: In 2004 use apprentice trainers to expand class size. In 2005 add Saturday and Sunday classes.

Note #2: Increase training revenue to decrease reliance on endowment.



Sustainable Endowment Revenue

When you must rely on your endowment for some of your operating revenue, you can establish simple guidelines to determine how much you can spend without depleting your endowment. Begin by calculating your “full investment return” by adding investment income plus realized and unrealized capital gains. The difference between this full investment return, minus inflation, is the amount that can be used for operations. Historically, on a conservative portfolio of 60% equity and 40% bonds, the (long-term) full investment return would be approximately 8% minus 3% inflation. This leaves 5% of the principal value for operations, while still allowing the endowment to keep pace with inflation. (A 5% figure is typical and frequently used as a standard. Consult your accountant.)

A Expense Source	B Expense	C Current % of Budget	D Desired % of Budget by (Year)
Prevention: spay/neuter, identification, humane education, behavior training	\$110,00	18%	25% by 2006, see Note #3
Intervention: sheltering/adoptions, investigations, behavior consulting, food assistance	340,00	56%	49% by 2006, see Note #4
Advocacy: lobbying, demonstrations, court cases	40,000	7%	
Total Program	490,00	81%	
Administrative	62,000	10%	
Development	56,000	9%	
Total Expenses	\$608,000	100%	

Note #3: Increase spending on spay/neuter.

Note #4: Shift behavior intervention staff to behavior training.



Reducing Costs in a Spay/Neuter Clinic

In order to be financially viable, spay/neuter clinics must perform at high volumes. Increasing the number of surgeries a clinic can perform requires both minimizing the time spent performing nonsurgical duties and maximizing the rate at which the surgeon performs each procedure. In over ten years of performing high volume spay/neuter, Scott M. Ruth, DVM (currently with the Southern Arizona Humane Society in Tucson) has identified 13 timesaving tips ranging from streamlining patient check-in to using the most efficient tools for surgery. The time that is saved by each of these maneuvers is small, but overall savings in time can be quite substantial, improving the fiscal viability of a clinic while maintaining quality patient care.

To learn Dr. Ruth's hints for increasing speed of a surgery clinic, see the SPAY/USA Network News, Winter '02 at www.spayusa.org.



The National Center for Charitable Statistics at <http://nccs.urban.org/faqs.htm#finance> offers guidelines and data related to Nonprofit Funding & Finances; the Better Business Bureau offers financial and other guidelines for evaluating charities at www.give.org/standards/cbbbstds.asp. (Note that the BBB's guidelines for spending on fundraising and administrative expenses are significantly more lenient than guidelines set forth by the United Way and most major foundations.)

Step 4. Assess overall fiscal health.

Before you embark on a new endeavor, take stock of your fiscal health:

BUDGETING

- How well have you budgeted over the past two to five years?
- Which line items are you particularly good at budgeting and where are you frequently over or under?
- What can you learn about your budgeting strengths from this knowledge?

Use a spreadsheet like this one to measure your accuracy in developing budget figures. Note that while it's desirable to be accurate, having your planned expenses come in under actuals and your planned revenue come in over actuals is far preferable to the alternative.

	Item	Planned 2001	Actual 2001	Variance* 2001	Planned 2002	Actual 2002	Variance* 2002	Average Variance**
REVENUE	Membership	\$62,000	\$58,750	-.052 = 5%	\$64,000	\$64,200	.003 = 0%	2.5%
	Adoptions	360,000	362,850	.008 = 1%	367,500	365,850	-.004 = 0%	.5%
EXPENSES	Salaries	\$628,000	\$642,660	.023 = 2%	\$644,000	\$641,770	-.004 = 0%	1%
	Prof. development	34,300	27,800	-.190 = 19%	30,000	29,100	-.030 = 3%	11%

*Variance = Actual ÷ Plan

**Average Variance = (Variance 2001 + Variance 2002) ÷ 2

FISCAL MANAGEMENT

- What direction is your revenue-to-expense ratio heading? In other words, are you moving closer to, or farther from, ending each year in the black?
- What is the growth pattern of your endowment?
- Have you received a clean audit report from an independent CPA? What does your auditor's report have to say about your internal controls?
- How well has your method of handling cash flow met your needs on a monthly basis?

DEVELOPMENT

- Does your support seem to be heading up or down?
- How many gifts did you receive this year compared to each of the last five years?
- What was the average gift size this year compared to each of the last five years?
- How many new members joined this year compared to each of the last five years?
- How many people indicated interest in bequests to your organization this year compared to the last five years?

CONCLUSIONS

- How do your answers to the previous questions compare with other nonprofits in your area and nonprofits providing similar services?
- What steps do you want to take to improve your fiscal health? (Include these in your annual and strategic planning.)



Benchmarking to Assess Fiscal Health

Identify three highly successful organizations of similar size, demographics, and mission. Ask for copies of their operating budgets or breakdowns of their revenue and expenses for making comparisons. How do your revenue sources and expense allocations compare to other successful organizations? How do you measure up to nonprofit guidelines? When you identify areas where others are ahead of you, ask for their experience and insight so that you can benefit from their learning in your planning.



"How do we prepare a budget?" at www.allianceonline.org/faqs/fmfaq20.html#what; Gregory Colvin's *Fiscal Sponsorship: Six Ways to Do It Right*, Study Center Press, 1993.

REVENUE ANALYSIS

A Revenue Source	B Revenue	C Current % of Budget	D Desired % of Budget by (Year)
Fee for service 1:			
Fee for service 2:			
Fee for service 3:			
Fee for service 4:			
Total Fee for Service			
Membership			
Donations			
Planned gifts			
Foundations			
Government/Private contracts			
Interest from investments			
Net sales			
Other			
Total Revenue			

Notes:

EXPENSE ANALYSIS

A Expense Source		B Expense	C Current % of Budget	D Desired % of Budget by (Year)
Prevention: spay/neuter, identification, humane education, behavior training				
Intervention: sheltering/adoptions, investigations, behavior consulting, food assistance				
Advocacy: lobbying, demonstrations, court cases				
Total Program				
Administrative				
Development				
Total Expenses				

Notes:

Chapter Eleven

Partner Productively—Partnerships & Collaboration



Partnership for a Humane Community

The cornerstone of San Francisco's success in saving homeless animals is the partnership between the San Francisco SPCA (SFSPCA), a private limited-intake shelter, and San Francisco Animal Care and Control (SFACC), a municipal open-door shelter. In fiscal 2002, a total of 2,067 cats and dogs were transferred from SFACC to the SFSPCA where they stayed until they found a home. The San Francisco model for improving the save rate and reducing animals at risk requires an extremely competent open-door agency with good resources. San Francisco's lifesaving approach works because SFACC is a model municipal animal shelter. SFACC takes in all the city's lost, abandoned, surrendered or rescued animals, so the SFSPCA can focus its resources on large-scale prevention efforts (including approximately 7,500 low-cost to free spay/neuters per year), treatment and longer-term care of dogs and cats waiting for adoption. In the words of Daniel Crain, SFSPCA President, "The partnership has meant a reduction in the number of animals at risk in San Francisco. This has given the SFSPCA the opportunity to widen its scope and work with other communities in the Bay Area where shelters are overburdened. This is a further example of how the collaborative paradigm can save lives."

Appreciate everything your associates do. Nothing else can quite substitute for a few well-chosen, well-timed, sincere words of praise. They're absolutely free and worth a fortune.

—Sam Walton

Partner Productively—Partnerships & Collaboration

What is it? A partnership involves pursuing activities jointly with another (or other) organization(s) in a manner that meets community needs more effectively while benefiting both organizations.

Why do it? Successful partnerships can help you achieve greater impact than you could independently, get more done without requiring more resources, attract new support and bring new energy and ideas to a venture.







When?

- when your goals are the same as another organization's
- when specialization could improve results
- when collaboration would be better than competition for you or your community
- when someone else presents you with a partnership offer

How?

1. Determine your objectives.
2. Take the partner's perspective.
3. Evaluate the fit.
4. Define the partnership.
5. Maintain the win/win.

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. Determine your objectives.

What's in it for you?

- What benefit(s) do you want to achieve from a partnership?
- Who could provide those benefits?
- What could you (are you willing to) provide in return? (For example, access to a new audience, skills, space, resources, advertising space in your publications and facility, endorsement, etc.)
- What could be problematic for you about this partnership, and how could you minimize those problems?

Step 2. Take your partner’s perspective.

A partnership implies mutual benefit. What’s in it for them?

- What benefit(s) might the partner hope to realize from working with you? (If you are considering working with a for-profit, their bottom-line benefit will almost certainly be profitability. Factors that can contribute to profitability include reaching more potential customers, improving the business’s image, and achieving more sales.)
- What behaviors will the partner expect of you in return for doing what you want?
- What might your prospective partner see as potentially problematic, and how might you mitigate these concerns?

A chart like this one can help you to select a partner and anticipate the potential benefits and challenges for each of you.

	Potential Partner 1	Potential Partner 2	Potential Partner 3
Mission/Focus			
What benefits to us?			
Potential challenges for us?			
What benefits to them?			
Potential challenges for them?			

Step 3. Evaluate the fit.

Have a conversation with your potential partner. Share your ideas about partnering and the benefits you envision for your community and for each of your organizations. Ask them what they think.

Listen. In talking with your potential partner, listen for fit on some of the more subtle factors such as the culture and values of your two organizations. You don't have to agree on everything, but you may have difficulty working with an extremely different organization. How well do you communicate with each other? Do your conversations lead to clear understanding? Can your partner negotiate changes to help improve the partnership without a long process involving board approval, etc.?

In evaluating fit, you may also want to consider who else will be impacted by or concerned about your partnership, whether you will want to address those concerns, and how.

Step 4. Define the partnership.

Time invested to specify the details of the relationship up front can prevent disappointments later. Take the time to put key points in writing so that both sides have a record of expectations.

Clarify the role of each partner:

- What specifically will each partner do? (Think: what, when, where, how.)
- What are the limits of the partnership?
- What process will you use to address problems for either party as they arise?
- When and how will you end the partnership?



Seek Professional Advice

You may want to have your lawyer and your insurance agent review your agreement to make sure you have appropriate protections in place.



Marin Pet Partners

From 1998-2001, the Marin Humane Society's (MHS) Pet Partners Program found new homes for over 2,000 animals. The program is designed to build a network that will provide more dogs and cats a second chance by relieving animal shelters and private rescue agencies of surplus healthy, adoptable animals. In order for this program to be successful, MHS only takes animals that it feels it can place. In addition, to work with many different organizations, MHS limits the number of animals they receive from each. MHS defines their partnership terms clearly in a Pet Partners Program Guidelines document:

To qualify for the program, the following requirements must be met:

- All dogs need to be vaccinated with DHLPP and Bordatella seven days prior to transfer, and be behaviorally and temperamentally sound. Ideally, they will be removed from the shelter environment via a foster home for seven to 10 days before transfer.
- All cats need to be vaccinated with FVRCP seven days prior to transfer. All cats six months of age and younger need to test negative for FeLV; all cats older than six months need to test negative for FeLV and FIV prior to transfer. Cats must also be behaviorally and temperamentally sound. Ideally, they will be removed from the shelter environment via a foster home for seven to 10 days before transfer.
- For disease control purposes, we cannot accept dogs or cats directly from facilities that have active or frequent outbreaks of diseases including, but not limited to, parvovirus, distemper, panleukopenia and ringworm. We cannot accept aggressive animals; animals with bite histories, mange, active kennel cough or upper respiratory infections. If your facility has on-going issues with any of the above listed diseases, we ask that the animals be isolated and removed from the shelter population for at least two weeks before they are transferred.
- You must be either a documented 501(c)3 nonprofit organization or a county-regulated animal control facility.
- Complete and return the enclosed application. Once we receive and review your application, your designated liaison will be contacted.

Once animals have been transferred to MHS, they will become our responsibility. All animals are evaluated based on health and temperament. If we feel an animal has health or temperament issues outside our available resources, the animal will be humanely euthanized. More than 90% of the animals transferred in the past two years have been successfully placed. However, this program is set up to provide another chance for animals without current options. We do not want to take animals you have options for or that you can place yourself.

Thank you. We look forward to working with you.

Step 5. Maintain the win/win.

- How will you measure and monitor the success of the partnership?
- What regular communications will you use to facilitate a working relationship?
- What methods of acknowledgment and PR can you set in place in order for both parties to continue to benefit from the partnership?



PARTNERSHIP PLAN

Identify the Partner

1. Who will be the partner? _____

2. What can they do for you? _____

3. What is their focus/concern? _____
What is their mission? _____
4. What's in it for them? _____

5. What's potentially problematic for them? _____
6. What's potentially problematic for you? _____
7. Who else will be impacted/concerned and how? _____

Establish the Partnership

8. What's the best method of approach? Who should approach them? When? How? _____

9. What info do you want to give to them? _____

11. What exactly will you ask of them? Who will do what? When?

Maintain the Win/Win

12. How will you measure and monitor the success of the partnership? _____

13. How will you help them continue to benefit from what's in it for them? _____

- How will you address what's problematic for them? _____

14. How will you address what's problematic for you?

15. What regular communications will you use to facilitate this relationship?

16. What methods of acknowledgment will you use? _____

- When? _____

Chapter Twelve

Plan for Success—Business Plans



Clinic Training Program Plans for Success

In 2002, the Humane Alliance of Western North Carolina (HAWNC) began planning a new training program. An executive summary with most of the key elements of a business plan follows.

Business Description

The “How to Open a High-Volume, Low-Cost Spay/Neuter Clinic” training program will help shelters plan and operate clinics that provide free or affordable services to large numbers of animals and people in order to effectively combat animal overpopulation. Students will learn how to establish performance measures, set goals and identify standards of excellence—all of which are critical to successful clinics. They will also receive a manual of all procedures and protocol. Instruction will take place on-site at HAWNC.

Situation Analysis

Market—Developed in response to nearly constant requests for information, guidance, and opportunities to observe the HAWNC operation, the training program is targeted to animal protection professionals nationwide who are planning a high-volume, low-cost clinic.

Competition—While several national animal protection organizations offer advice and resource materials on operating spay/neuter clinics, this training is unique in the country in three ways: (1) conducted by an organization actually managing a high-volume clinic, (2) offering two full weeks of instruction in every facet of operations (most courses are 90 minutes long), and (3) including opportunities to observe operations first-hand.

Organization—The HAWNC mission is not simply to reduce companion animal overpopulation, but to end it. HAWNC has performed over 94,000 surgeries (through July 2002) and seen a 50% reduction in euthanasia at local shelters since beginning operation in 1994. HAWNC collaborates with 30 nonprofit animal welfare groups and has earned the endorsement of the North Carolina Veterinary Medical Association.

Implementation

Marketing—HAWNC will target this program to agencies evaluating or implementing clinics. Promotion will emphasize the benefits of in-depth instruction coupled with live observation of an operating clinic—helping students to make sound decisions, implement plans quickly and avoid costly mistakes. The two-week program is priced at \$5,000 to train a full clinic team of 12.

Operations—Trainings will launch in the fall of 2003; total course capacity is 12. The program consists of lecture, demonstration, and supervised hands-on work.

Human Resources—This program will be overseen by HAWNC Executive Director Quita Mazzina, and taught by a team of veterinary and animal-protection professionals who wrote and designed the curriculum.

Assessment

Performance Indicators—The program’s goal is to establish effective high-volume, targeted spay/neuter clinics throughout the country. Therefore success will be measured not only by the number of participants and their satisfaction with the training, but also by the number of students who subsequently launch viable clinics.







What I believe is that, by proper effort, we make the future almost anything we want to make it.

—Charles F. Kettering

Plan for Success—Business Plans

<p>What is it?</p>	<p>A business plan is a narrative picture of what you are going to do and how you are going to do it. It includes the details of your research, analysis and decisions. The most important part of a business plan is the <i>process</i> of developing it!</p>
<p>Why do it?</p>	<p>A business plan provides a road map for board, staff and volunteers. It explains how your organization (or a program/service) will run and serves as a management tool. Additionally, business plans form the basis for foundation proposals and demonstrate to donors how their support will be used.</p>
<p>When?</p>	<ul style="list-style-type: none"> • when starting a new organization • before building a new facility • before embarking on any major new initiative • to document your strategic planning
<p>How?</p>	<p>Key board, staff and volunteers conduct a business planning process by thinking through every aspect of how your organization (or program/service) will run, and asking questions that uncover and test your assumptions. If you've worked through the chapters of this guide, you already have the major components of a business plan.</p>

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. Describe your proposed business.

Define the key programs and services your organization will offer, the new program you're launching, or the details on what you're planning for a new or renovated facility.

- Use simple language and avoid jargon.
- Wherever possible make your business description easy to read by using bulleted lists and charts.

Step 2. Analyze your situation.

Detail what you've learned in researching and identifying opportunities and challenges.

- Market**—Include information from your community assessment (Chapter 2) here.
 - Whom do you serve?
 - What are their resources and needs? How do you know?
- Industry**—Include information from your field assessment and benchmarking (Chapter 4) here.
 - What findings from the history, current trends, and issues of animal protection affect your situation?
 - What changes are anticipated in the next few years?
 - What are the most successful organizations doing?
- Competition**—Include information from your competitive analysis (Chapter 3) here.
 - How does your target audience meet its needs now?
 - Who and what represents your competition?
 - How do the cost, location, price, and benefits of your services or products stack up against the competition?
- Organization**—Look to your work measuring your status (Chapter 1) and defining your mission (Chapter 6) for information to describe your organization.
 - Who are you?
 - Why do you exist?
 - What's your history?
 - What are your strengths and weaknesses?

Step 3. Prepare assessments and contingencies.

Indicate your plans for tracking your progress, and anticipating and responding to challenges.

- Performance Indicators**—Use your status check and objectives (Chapters 1 and 8) to report the measurements and criteria you are putting in place to evaluate your success.
 - What is your timeline for checking performance indicators?
- Risk Factors & Contingency Plans**—Identify the assumptions you have made about your organization’s strengths and weaknesses (Chapter 3), your community’s needs and its interest in using your services (Chapter 2), your community’s resources and its commitment to funding your plans (Chapter 9), and your necessary limits (Chapter 10).
 - What will be the result if your assumptions are incorrect?
 - How will you change your plan accordingly?

Step 4. Prove the viability.

Make the financial case for your plans.

- Summary**—In addition to your budget and annual audit, use your financial feasibility assessment (Chapter 9) and your money management worksheets (Chapter 10).
 - What is your current financial position?
 - How much will this initiative cost? How do you know?
 - Where will the money come from and when?
 - How will the income and expenses of this endeavor affect your overall financial position in the short and long terms?
- Start-up Budget**—A detailed list of all expenses necessary to begin your initiative (include personnel and related expenses, capital expenditures, installation and set-up costs, professional costs such as legal, accounting and development consultation, insurance and initial supplies).
- Cash Flow Statement**—A one-year budget broken down by month, which shows when money comes into your organization and when it is spent in order to ascertain whether you have enough money at the beginning of every month to operate.
- Pro Forma**—Your projected operational budget (detailing income and expenses) for the first three to five years of the initiative.

Step 5. Determine implementation.

Describe how you will operate this proposed business.

Marketing

What audience(s) will you target?

What programs and services will you offer?

Where, and for how much?

How will you promote to attract customers?

Operations

What are you proposing?

What is your timeline for startup?

How will the program(s) or services(s) run on a day-to-day basis?

What are your technology, equipment and infrastructure needs?

What are your minimum and maximum limits or capacities?

Human Resources

Who will be the key staff and volunteers for your initiative?

What will their roles and responsibilities entail?

What special skills and levels of experience qualify them for the challenges they will face?

Step 6. Summarize your plan.

Write an executive summary. Make it a convincing, exciting overview of your plan that briefly (in a page or less) describes the who, what, when, where, why and how of your proposed business. (See the example on page 133.)

Step 7. Prepare cover sheets and attachments.

Professionalize your plan.

- Title Page**—Include name of the initiative, date, organization name, address, phone, fax, email, website, and contact information for key staff.
- Credits**—Provide a list of the planners and contributors.
- Table of Contents**—Make it easy for readers to navigate your document by outlining and providing page numbers for each section of your plan (and the attachments).
- Attachments**—Provide details of your research and plans, including:
 - documentation of statistics and interviews conducted in the process of business planning;
 - copies of relevant research, news, journal and magazine articles;
 - illustrations/photos of proposed buildings, renovations or programs;
 - legal agreements with architects, contractors, professional consultants and/or partners;
 - letters of support from potential funders, service recipients, partners and collaborators; and
 - resumes of key staff.

Step 8. Compile the document.

Assemble your written plan and supporting documentation in a clear, easy to read format as follows:

- Cover Sheets and Table of Contents**
- Executive Summary**
- Business Description**
- Situation Analysis**
 - Market
 - Industry
 - Competition
 - Organization
- Implementation**
 - Marketing
 - Operations
 - Human resources
- Assessment**
 - Performance indicators
 - Risk analysis and contingency plans
- Financials**
 - Financial position statement
 - Start-up
 - Cash flow
 - Pro forma
- Attachments**
 - Statistics and research
 - Building illustrations, plans and photos
 - Contacts
 - Service and/or professional agreements
 - Letters of intent or support
 - Resumes



For information on effective business plans visit www.onlinewbc.gov/docs/starting/effective_bp.html; for information on writing a business plan and a sample plan visit www.ctcnet.org/ch9.htm and www.ctcnet.org/ch9b/htm; for information on starting and funding a nonprofit organization visit www.idealists.org/tools.html#sec1; for a complete sample business plan for a nonprofit visit the about.com website at <http://sbinformation.about.com/cs/bizplansamples/> (click on the first link titled Professional Sample Business Plan); for a business plan guide for spay/neuter vans visit www.spayusa.org/resources (click on “Guidebook” to download).

Chapter Two

Know Your Community—Community Assessment



Staff Training That Meets the Needs

At the Massachusetts SPCA (MSPCA), the Living With Wildlife (LWW) steering committee conducted an internal assessment to prepare for the launch of their public advocacy campaign. They gathered data to custom-design resources and staff training in preparation for responding to public inquiries. LWW wanted to know: (1) who gets called upon to deal with wildlife issues, (2) what information would help staff, and (3) how best to teach staff and provide them with that information. The three-month assessment included developing a survey, interviewing 64 MSPCA staff (10% of total staff, including representatives from every department), and analyzing the themes from responses. Questions ranged from “How frequently do you get wildlife related questions?” to “Imagine that you could attend a wildlife-related workshop tailored to your needs. What would the topics be?”

As a result of the assessment, LWW learned that the most frequent wildlife issues MSPCA staff handle include: animals in garbage cans, squirrels in attics, orphaned animals and birds, neighbors feeding wild animals, and bear or coyote sightings. MSPCA staff wanted simple tools—such as FAQ’s answer sheets, fact sheets on common species, and resource/referral lists. Assessment data also suggested topics, methods, and timeframes for training. The resulting training, designed with staff skills and needs in mind, earned high marks for being interesting, relevant and beneficial. Additionally, LWW discovered that the assessment process was a great way to further interdepartmental relationships and communications, paving the way for future successful work among departments.

If you have come to help me, you can go home again. But if you see my struggle as part of your own, perhaps we can work together.

—Australian Aboriginal Saying

Know Your Community—Community Assessment

What is it? A community assessment describes a community’s successes and limitations in dealing with a specific problem. The best community assessments combine facts, data and information that you gather with interpretations, opinions and hypotheses that you formulate.

Why do it? A community assessment gives you a broader and deeper understanding of issues—within the context of your community—that will help you formulate effective solutions. The assessment process is the first step of engaging the community in solutions.







When?

- at the beginning of strategic planning
- before creating a new program or service
- before embarking on a major new initiative—such as a new building
- as a check to see how effectively your organization has been meeting the community’s needs

How?

1. Identify the scope of your study.
2. Learn more about the context.
3. Define your audience.
4. Ask your community.
5. Summarize your findings.

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. Identify the scope of your study.

<i>If you are...</i>	<i>study...</i>	<i>For example...</i>
conducting strategic planning,	the overall needs and capacities of the community related to animals and the human-animal bond.	homed and homeless animals, cared for and neglected animals, availability and gaps in behavior and training services, available and needed animal and guardian recreation, etc.
creating a new program, service or campaign,	the specific capacities you could mobilize and the needs you hope your program will address.	one or more of the issues from above.
considering a new building or a major renovation,	both the community needs and the organizational needs that a new or improved building will address.	community needs: accessibility to training classes, more/better opportunities for community service, etc.; organizational needs: air circulation, space for customers to visit with animals, etc.
conducting an organizational assessment,	the overall needs of the community related to animals and the human-animal bond.	homed and homeless animals, cared for and neglected animals, availability and gaps in behavior and training services, available and needed animal and guardian recreation, etc.

Step 2. Learn more about the context.

Your goal is to develop new insight about what's needed for animals and what works. One way to do so inexpensively is to let others do the work for you. Many organizations have already collected research that you can use. Data collected by others is called *external secondary research*.

- Review journal articles, trade magazines, and animal protection websites (see the list in the appendix). What are the prevalent or recurrent trends and issues over the past two years?
- Contact national groups serving shelters and humane organizations. What do they see as the key strengths of organizations like yours, and conversely, the leading problems and best ways to address them?
- Consult your colleagues in your state or regional federation. What are they seeing as the emerging trends and issues? What are they doing with their planning and services as a result?

Resources for Data on Animal Protection Trends and Issues

- The Foundation For Interdisciplinary Research And Education Promoting Animal Welfare—click on “working papers” for information on spay/neuter, relinquishment, adoption and more at www.firepaw.org/research.html.
- National Council on Pet Population Study & Policy—relinquishment data at www.petpopulation.org.
- Society & Animals—articles on a variety of animal protection issues (many with data) at www.psyeta.org/sa/index.html.
- *The State of the American Pet 2000*—national data on people and their companion animals at www.purina.com/images/articlesTheStateofThe.pdf.
- *The State of the Animals 2001*—HSUS' compilation of data and analysis across the spectrum of animal issues. Chapters downloadable at no charge at www.hsus.org/ace/13167.



Making Good Use of External Secondary Research (Existing Data)

To determine where to target spay/neuter efforts, No More Homeless Pets of Hillsborough County, Florida, combined Hillsborough County Animal Services records on phone calls, impounds and euthanasia with census data and with veterinary practice locations, in order to track the needs for services by zip code. Here's a sample of what they learned:

In the five lowest median income zip code areas...

- one is among the highest ranking for impounds or euthanasias,
- one is among the highest ranking for requests for services, and
- 100% have above average occurrences of service requests, impoundments and euthanasias.

In those zip code areas which have below average median income levels (23 total)...

- 12 (52%) have one or no veterinary clinic,
- four (17%) are among the highest ranking for impoundments or euthanasias,
- 13 (56%) have above average occurrences of impoundments or euthanasias, and
- 12 (52%) are in rural areas and small cities outside Tampa.



Watch for sample relevance. When using research from other sources, be careful to consider the population base studied and how your community may differ. If analysis was done for the whole U.S. or for a specific region, you may want to duplicate the research locally to validate the findings for your area.

Step 3. Define your audience.

If you are...	your audience will be...
conducting strategic planning,	your entire community.
creating a new program, service or campaign,	specific people and animals affected by the initiative.
considering a new building or major renovation,	your entire community and the specific people and animals affected by the new or improved facility.
conducting an organizational assessment,	your entire community.

Use the Target Audience Profile on pages 28-29 to describe your audience. Identify current local conditions. What’s most important to your audience? What are the relevant trends and issues for your community and your identified audience? What will be the most pressing issues and trends over the next two to five years? For the answers, consult local experts on population, social and economic issues—such as news editors, politicians, government personnel, Chamber of Commerce officials, and university professors.



Think positive! You may find that asking questions about trends and issues yields answers about only negative trends. Work to get the complete picture by asking specific questions that tease out positives. For example: *“What do you see as the three most encouraging trends in our community?”*

Resources for Data on Community Demographics (age, income, ethnicity, marital status, etc.)

- U.S. Census—quick, free reports by town, county, state and U.S. at www.factfinder.census.gov.
- EASI—offers data based on radius around a specific address, useful for analyzing neighborhoods. Data for 2000 is free with free site registration at www.easidemographics.com. Note that the company will follow up with an email and phone call on their services if you register.
- You can also find demographic statistics by asking your local librarian, planning commission, economic development board, tourism council or board of realtors.



For examples of community interview projects in other fields, visit Business As Agent of World Benefit at <http://appreciativeinquiry.cwru.edu/bawb.cfm>, and the Peace Corps at www.peacecorps.gov/wws/service/lessons/lesson4/lesson4.html; for an innovative model of community assessment and capacity building, visit the Asset Based Community Development Institute at www.northwestern.edu/ipr/abcd/cfw.

Step 4. Ask your community: Interviews, Focus Groups & Surveys

Talking to people begins the process of engaging them in solving problems—laying the foundation for future development (fundraising) and possible collaboration.

Community Interviews

Ask people in your community for their input on the issues you are studying. Begin by explaining the scope of your study (see Step 1). For example, “We’re studying homed and homeless animals in our community to understand why, how and when some animals have permanent homes and others become homeless.” Then ask a few open-ended questions to elicit their knowledge, attitudes and ideas about the issue. Here’s a general set of questions you could use:

- *What do you see as the needs of the community around this issue?*
- *How is the community meeting those needs now?*
- *What about this solution is working well? What about this solution isn’t working well?*
- *What are some ideas or possible models for improving the community’s ability to meet the needs?*
- *What other thoughts do you have about this issue?*

Opinion leaders to interview:

- veterinarians
- leaders of area animal service organizations
- community leaders and politicians
- professional educators or school administrators
- business leaders
- law enforcement professionals
- human service (public and private) executives
- active volunteers and animal advocates
- newspaper editors
- representatives of your target audience

Focus Groups

A focus group is a carefully facilitated meeting designed to solicit a lot of feedback in a short amount of time from a representative group of people. The interactive, conversational nature of a focus group helps participants to collaboratively generate detailed answers beyond what they would typically provide in a one-to-one conversation. Additionally, because participants have the flexibility to express feelings and opinions in their own words, focus groups often surface novel ideas.

To host a successful focus group:

- Use a professional facilitator. Your facilitator must be neutral on the topic, set a safe and respectful tone, facilitate equal participation from all group members, manage the time, and keep the group on track while allowing for deep exploration into topics of great interest.
- Select your group wisely. Participants should be familiar with (but not have overly positive or negative feelings about) your organization or the issues you are studying. Participants should be able to communicate in a group setting. Finally, make sure the group is representative of your target audience. For example, if you are interested in researching the potential effectiveness of spay/neuter vouchers, you will want to talk with individuals for whom cost may be a barrier.
- Set clear goals for the group, and don't try to cover too much ground.
- Test your questions ahead of time. Questions should be simple, brief, consistent with your goals, and invite thoughtful participation.
- Set the stage with an invitation that establishes your goals, your expectations, and your plans for utilizing the results.
- Select a private, comfortable setting, and provide beverages and simple (not messy) snacks.



Quality Plus Quantity

Interviews and focus groups are qualitative research tools. Qualitative research uncovers general impressions. The products of this research are words—transcripts, interview notes, or survey comments. You can interpret what's been said, but you can't make conclusions about what portion of your target audience would feel similarly. Qualitative approaches are especially helpful when you want input to define a problem, create new ideas, see what words your audience uses to talk about an issue, or learn how people react to your plans and programs.

Quantitative research yields statistical results such as "X% of your community supports spay/neuter." For quantitative results to be meaningful, you must talk to a sufficient number of people (at least 30, preferably 100 or more) and you must ask questions that produce answers that can be counted—such as multiple choice, yes/no, or ratings.



Thomas Greenbaum, *The Handbook for Focus Group Research*, Sage Publications, 1998; or Richard Krueger, et al., *Focus Group Kit*, Sage Publications, 1997.

Community Surveys

Interviews and focus groups uncover general issues, impressions, and ideas. But to gain a precise direction, you'll need survey data. Survey topics are chosen based on the issues they address:

- **Planning or Assessment**

What do community members believe to be the most important animal protection issues?

How do they rate your organization in handling each?

- **Facility Expansion for Training Classes**

How interested would people be in learning to resolve animal behavior problems?

Which behaviors would concern them the most?

What factors would draw them to your organization vs. an alternative provider?

- **Spay/Neuter**

What percentage of animals in your community have been spayed or neutered?

What are the key barriers for guardians who have not altered their animals?

Below are two examples of question sets you might ask for needs assessment on spay/neuter.

Please circle the number showing how important each reason below has been in your decision to not spay or neuter your animal.

	Not at all Important	Somewhat less Important	Somewhat Important	Important	Very Important
I think it's mean to "fix" an animal.	1	2	3	4	5
An animal should have one litter before being spayed.	1	2	3	4	5
My animal may become lazy and fat if spayed or neutered.	1	2	3	4	5
It's too expensive.	1	2	3	4	5
I don't have a way to drive my animal to a clinic for the surgery.	1	2	3	4	5
The hours to pick up and drop off my animal are not good for me.	1	2	3	4	5

Please circle the number showing how important each reason below would be in your decision to spay or neuter your animal.

	Not at all Important	Somewhat less Important	Somewhat Important	Important	Very Important
It will help reduce the number of unwanted animals killed each year.	1	2	3	4	5
My animal will be less likely to roam and less likely to get lost, injured or hit by a car.	1	2	3	4	5
My animal will not get mammary cancer (females) or testicular cancer (males).	1	2	3	4	5
It will be cheaper to license my animal.	1	2	3	4	5

In addition to questions specific to your issue, your survey should include questions asking about gender, age, education and other demographic data. You can then check that the group you have surveyed represents the audience you are targeting, and see if there are any significant differences between responses from men and women, youth and seniors, or those with different levels of education.

The best surveys are designed to help you make better decisions. For every question you're considering putting in a survey, ask yourself how you will use the data that you collect.

You can conduct your survey in person, on the telephone, or by mail. In general, you need *at least* 30 completed surveys (preferably 100 or more) to draw meaningful conclusions. If you want to look at subgroups you should have 30 in each subgroup. Therefore, if you want to compare responses for men vs. women, you will want to have *at least* 30 surveys from men *and* 30 from women.

Step 5. Summarize your findings.

Describe your community's resources and needs in quantitative and qualitative terms.

- What is the issue or problem?
- How many are affected and who are they?
- What are the strengths and resources of this community?
- What are the underlying causes of the problem? ... contributing factors?
- Where, when, and how is the community rising to the challenges?
- Where, when, and how is the community struggling with this issue or problem?
- What solution(s) does your research indicate will most effectively activate the community's resources and meet the challenges of this problem?

Document the process you used to gather data and your sources for information. Attach supporting documentation: copies of interview, focus group, and survey response summaries; journal articles; relevant demographics or statistics; and any other pertinent materials.



Smart Partners

Contact your local university—perhaps you can partner with students studying market research.



TARGET AUDIENCE PROFILE

Name and location of your organization’s **total service area:** _____

_____ urban suburban rural

Size:

_____ square miles	Average household income: _____
_____ households (population ÷ 2.6)	Unemployment rate: _____
_____ dogs (households x .58)*	Education: _____
_____ cats (households x .66)*	

Name or description of the service area and **target audience for this initiative:** _____

Size:

_____ square miles	Average household income: _____
_____ households (population ÷ 2.6)	Unemployment rate: _____
_____ dogs (households x .58)*	Education: _____
_____ cats (households x .66)*	

Sex _____ Age _____ Ethnicity _____

Marital status, family or household composition: _____

Types (and hours) of work: _____

Major employers: _____

Types of housing: _____

Preferred modes of transportation: _____

How do work, household composition, housing and transportation impact this audience’s relationship with animals? _____

Where does this audience shop? _____

Where and how does this audience get news? _____

*These calculations yield rough estimates and are based on The American Veterinary Medical Association *U.S. Pet Ownership & Demographics Sourcebook*, available from the AVMA at 847-925-8070 or www.avma.org.

What educational, social, religious and youth organizations does this audience frequent? _____

How much free time do members of this audience have? What kinds of recreation do they enjoy? Where? _____

What are the predominant values and beliefs of this audience regarding family, animals and community? _____

What government and private institutions serve the needs of this audience and how? _____

What animal-related services and retailers serve this audience? _____

What are this audience’s general strengths and resources? _____

What are this audience’s needs related to animals? _____

Other interesting facts and statistics about this audience: _____

The above information was gathered from the following sources: _____

Sources for demographics and vital statistics: websites—www.factfinder.census.gov, www.americandemographics.com, www.easidemographics.com; local—chamber of commerce, economic development board, financial institutions, library, major employers, planning commission, school district, United Way and utility companies.

Chapter Three

Find Your Niche—Competitive Analysis



Ahead of Their Time

More than five decades ago, the Peoria Humane Society (PHS) in Illinois made a strategic decision to focus on improving the services provided by local government rather than competing with them. Today that means that the privately funded PHS provides the community with humane education, low cost spay/neuter, and collaborative services such as providing pet food for clients of the local “Meals on Wheels” program. These services augment those of the publicly funded Peoria Animal Welfare Shelter (PAWS)—namely, direct care of over 8,300 animals annually. The successful relationship predates the new buzz words “public/private partnership” and to Kitty Yanko and Lauren Malmberg, the directors of PHS and PAWS respectively, it just makes good sense to provide better services for animals and people by targeting their respective resources and expertise while keeping a lid on duplication of services.







*Opportunities are usually disguised as hard work,
so most people don't recognize them.*

—Ann Landers

Find Your Niche—Competitive Analysis

<p>What is it?</p>	<p>A competitive analysis compares your programs to similar services—aimed at the same audience—in order to strategize where and how you will be most successful.</p>
<p>Why do it?</p>	<p>By evaluating other entities, you can focus on activities where you have an advantage, or where there are unmet needs in your community, in order to reduce duplication of effort that drains resources. Additionally a competitive analysis will help you deliver better results for animals by providing fewer—but higher quality—programs and services.</p>
<p>When?</p>	<ul style="list-style-type: none"> • as part of your strategic planning • when evaluating a new program or service • in developing marketing strategies for your organization or programs • when considering potential partnerships
<p>How?</p>	<ol style="list-style-type: none"> 1. Identify “the competition.” 2. Assess the competition’s strategies. 3. Determine your competitive position. 4. Evaluate competitive potential. 5. Decide where you are or could be superior.

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. Identify “the competition.”

Who else offers what you offer? Who offers similar programs and services? For example, competition for adoption programs includes pet stores, breeders, placement groups and individuals with unwanted litters. If you offer assistance with behavioral problems, competition may include veterinarians and trainers.

Note: If you are conducting strategic planning, you will want to identify a few organizations that compete with you in multiple areas.



What? No competition? Think again!

Even if no one else provides an identical program or service, your audience may still compare your offerings to what someone else delivers. For example, you may be the only one offering humane education programs in your local schools, but teachers choose among traditional topics, other speakers, materials from nonprofits and for-profits, and field trips in deciding how to allocate their classroom time.

Step 2. Assess the competition's strategies.

Learn as much as you can about competitors. Visit them, check out their websites, read about them in the local news. You can even interview other members of the community for their perspectives on your competition. Here's what to look for:

The Competition's External Strategies

- What audience(s) do they target? How successful have they been in attracting their audience(s)?
- How many clients/customers do they have? What do these clients/customers say about them?
- Do they provide a broad range of services or specialize? At what quality level?
- How do they price what they offer? Are they viewed as affordable, moderate or expensive?
- Where do they provide their programs and services? Are they convenient to the audience?
- How do they promote their organization and programs? Is their promotion effective?

The Competition's Internal Strategies

- How big are they? (Budget size, number of animals, staff, volunteers, etc.)
- What skills, expertise or background do their people have? How are they organized? How does the quality of their personnel contribute to the quality of their results?
- What types of facilities do they have? How do their facilities help or hinder in the provision of services?
- How are they funded? Are they comfortable or struggling?
- How savvy are they in planning, marketing, operations and fundraising?

Use the Competitive Position charts on pages 38 and 39 to organize your findings.

Step 3. Determine your competitive position.

Your evaluation of other organizations will provide revealing insight into your competitive position (i.e. your relative ability to deliver a program or service). Now take a good look at your organization. Try to maintain a balance of optimism and pessimism. If you are too positive in evaluating your organization, you will underestimate the challenges of dealing with competition. If you are too self-critical, you will miss opportunities to use your strengths to your advantage. It helps to ask for objective input on your performance from people outside your organization. Consider talking to community leaders and members of your target audience to get their views.

Your External Strategies

- What audience(s) do you target? How successful have you been in attracting your audience(s)?
- How many clients/customers do you have? What do these clients/customers say about you?
- Do you provide a broad range of services or specialize? At what quality level?
- How do you price what you offer? Are you viewed as affordable, moderate or expensive?
- Where do you provide your programs and services? Are you convenient to your audience?
- How do you promote your organization and programs? Is your promotion effective?

Your Internal Strategies

- How big is your organization? (Budget size, number of animals, staff, volunteers, etc.)
- What skills, expertise or background do your people have? How are you organized? How does the quality of your personnel contribute to the quality of your results?
- What type of facility do you have and how does it help or hinder in the provision of services?
- How are you funded? Are you comfortable or struggling?
- How savvy are you in planning, marketing, operations and fundraising?

Use the charts on pages 38 and 39 to organize your findings.



Mission Check

Once you've determined your competitive strategy, take a look at your mission to see that your strategy and your mission are in alignment. See Chapter 6 if your organization needs a new or revised mission.

Step 4. Evaluate the competitive potential of each “competitor.”

Consider the implications of your competition’s strategy and position. Use the the chart on page 40 to guide you.

Strengths	What does the organization do especially well? What capabilities or resources make it effective?
Weaknesses	Where do you see poor performance or limitations in what this organization can do?
Competitive threats	Where are you most vulnerable to this organization?
Competitive opportunities	Which of your strengths and/or advantages could you leverage to compete more effectively?
Benchmarking	What can you learn from what this organization does well in order to improve your organization’s performance? (See also Benchmarking in Chapter 4.)

Step 5. Decide where you are, or could be, superior.

No organization has the resources to be all things to all people. What distinctive role can you play in your community that will enable you to make the best contribution to helping animals? Where will your organization excel?

Convene a planning team of key board members, staff, and volunteers. Help them to prepare by providing them with your findings from Steps 2 through 4 and a copy of the discussion guide on page 41. Complete your competitive analysis by answering the following questions for each program or service, considering all competitors collectively:

- How strong is the competition?
- Does more competition benefit your target audience?
- Is your program or service better than what's offered by the competition? What would it take for your program or service to be superior?
- Are you spreading yourselves too thin on activities that you could leave to other organizations?
- Are you the best organization to provide this program or service?

Use your answers to make important strategy choices to pursue or expand programs, partner with someone else, or stop offering certain programs. For more information on partnerships see Chapter 11.



Having trouble deciding whether to expand, partner or get out of programs and services?

The *MacMillan Matrix* helps you determine strategy for each program or service by guiding you in rating alternative coverage/competition, your competitive position, market attractiveness (audience demand, fundability) and your mission. This matrix provides a structured, effective way to bring together your work from Chapter 1—Measuring Status, Chapter 2—Community Resources & Needs Assessment, Chapter 3—Competitive Analysis, and Chapter 6—Mission. Visit www.allianceonline.org/faqs.html, choose “Strategic Planning” and then click on “How can we do a competitive analysis?” for more information.

COMPETITIVE POSITION

External Strategies	Competitor 1	Competitor 2	Competitor 3	Your Organization
What audience(s) do they target? How successful have they been in targeting their audience(s)? How many clients/customers do they have? What do their customers say about them?				
Do they provide a narrow or a broad range of services? What is the quality of their services?				
How do they price what they offer? Are they viewed as affordable, moderate, expensive?				
Where do they provide their programs and services? Are they convenient to their audience?				
How do they promote their organization and programs? Is their promotion effective?				

COMPETITIVE POSITION (cont.)

Internal Strategies	Competitor 1	Competitor 2	Competitor 3	Your Organization
How big is the organization? (Animals, staff, volunteers, budget, etc.)				
What skills, expertise or backgrounds do their people have? How does the quality of their personnel contribute to the quality of their results?				
What facilities do they have and how do those facilities help or hinder in the provision of services?				
How are they funded? Are they comfortable or struggling?				
How savvy are they in planning, marketing, operations and fundraising?				

COMPETITIVE POTENTIAL

	Competitor 1	Competitor 2	Competitor 3	Your Organization
<p>Strengths What does the organization do especially well? What capabilities or resources make it effective?</p>				
<p>Weaknesses Where do you see poor performance or limitations in what this organization can do?</p>				
<p>Competitive Threats Where are you most vulnerable to this organization?</p>				
<p>Competitive Opportunities Which of your strengths and/or advantages could you leverage to compete more effectively?</p>				
<p>Benchmarking What can you learn from what this organization does well in order to improve your own performance?</p>				

GROUP DISCUSSION GUIDE

Explore in detail the competitive position and competitive potential of each of your competitors and your own organization. Then discuss the following questions.

COMPETITIVE ANALYSIS

- How strong is the competition?
- Does more competition benefit your target audience?
- Is your program or service better than what's offered by the competition? What would it take for your program or service to be superior?
- Are you spreading yourselves too thin on activities that you could leave to other organizations?
- Are you the best organization to provide this program or service?

COMPETITIVE STRATEGY

For each program (or service) analyzed should you...

- pursue or expand the program? If so, how?
- partner with someone else? If so, who?
- discontinue the program? If so, when and how?

Chapter Four

Best in Show—Field Assessment and Benchmarking



Foster Care Worth Duplicating

In 2002, Seattle Animal Shelter foster families cared for over 1,200 of the 3,000 total dogs, cats and rabbits who were successfully adopted. Christine Titus, Volunteer Programs Coordinator, acknowledges that managing over 250 foster families requires a great deal of work and time from staff and other volunteers, but the increased animal capacity and increased save rate is ample reward. The program was officially launched in 1999 (with six families) when a volunteer wrote a PETsMART Charities grant to fund a half-time position to establish and manage a foster program. Since that time, the program has grown exponentially. Foster families generally receive a starter kit (for litters), a foster manual, veterinary consultations on foster animals from one of more than a dozen participating community veterinarians, gift certificates from supporting local businesses, opportunities to bring foster dogs to training classes, lots and lots of advice and supervision from staff and trained volunteers, and all the purrs and wet kisses they could want. The Seattle Animal Shelter has union employees, so programs like foster care must be designed to augment and not duplicate what staff are doing.

In hindsight, Christine would change one thing. She would spend the time up front creating the procedures and infrastructure necessary to support the program! Christine says foster care is a great way to work with the community. “We can’t save the animals without the community. And nothing we could ever say is as compelling as a foster parent looking into an animal’s eyes and knowing she or he has saved that animal’s life! The citizens of Seattle were looking for a way to help... we provided the venue and the rest just followed.”

To find out more about this exciting program, visit the Seattle Animal Shelter’s website at: www.seattleanimalshelter.org/fostervolunteers.htm. By acquiring detailed information on this and other successful foster care programs, you can more easily design or improve your own program.







A mind once stretched by a new idea never regains its original dimension.

—Oliver Wendell Holmes, Jr.

Best in Show—Field Assessment and Benchmarking

What is it?	Field assessment and benchmarking ask you to look to other organizations and to the animal protection movement collectively to determine what successful practices you can adopt or adapt for your organization.
Why do it?	Taking stock of the past, present and future of the field of animal protection can help you choose strategies that will give the best results for animals and your organization. When you look to the best as an example, you can be as good or even better. By not “reinventing the wheel” you will save time and energy and avoid costly mistakes.
When?	<ul style="list-style-type: none"> • at the beginning of strategic planning • before creating or changing a program or service • before talking to an architect • as a check to see how you compare to the leaders in the field
How?	<ol style="list-style-type: none"> 1. Study the big picture. 2. Identify leading organizations. 3. Interview selected organizations. 4. Pull it all together.

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. Study the big picture.

Studying the overall history of animal sheltering (and your organization) in the context of political, social and economic trends and issues will provide you with a greater understanding of your direction and progress.

Use the Animal Sheltering Timeline on page 48 as a starting point to understand your own context and to anticipate future direction for the field. Where is animal protection headed? Could your organization be the one leading it there?



One Tool—Many Functions

In addition to setting the context for benchmarking, timelines can be great tools for:

- orienting board, staff, and volunteers,
- communicating your mission and good work to the public, and
- providing existing and potential funders with a picture of your progress.

A wall-size version of the Upper Valley Humane Society's organization timeline mounted in the foyer of their Training Center in Lebanon, New Hampshire serves all three functions.

TIMELINE

A Look Back: Animal Sheltering in America*

- 1866 ASPCA founded in New York City. It is the first animal protection organization in the country, and is modeled after England's Royal SPCA founded in 1824. Primary focus: carriage horses.
- 1866 Cleveland, Ohio introduces the concept of licensing dogs.
- 1873 Twenty-five states have independent SPCAs.
- 1873 First federal law protecting animals is enacted—requiring that animals being transported long distances be rested, fed, and watered every 28 hours.
- 1874 Women's Branch of the Pennsylvania SPCA opens the "City Refuge for Lost and Suffering Animals," marking the beginning of humane animal sheltering.
- 1889 George Angell, Massachusetts SPCA, launches The American Humane Education Society.
- 1900 The New York State Humane Association is formed as the first of many federations and associations aimed at supporting and combining the efforts of individual humane organizations.
- 1900-1940s Animal welfare efforts (primarily consisting of animal control) are overshadowed by human concerns caused by war and economic depression. In New York City alone, 250,000 to 300,000 cats and dogs were euthanized annually during the 1930s.
- 1904 San Francisco SPCA (founded in 1868) contracts to provide municipal animal control.
- 1950s Pound seizure laws spread around the country, providing for the removal of shelter animals to research facilities.
- 1956 44% of U.S. households own at least one pet. (APPMA)
- 1970 Euthanasia of cats and dogs in shelters peaks at about 23.4 million. (Animal People)
- 1970s Phyllis Wright sounds the L.E.S. rallying cry to the movement: "Legislation, Education, and Sterilization" to end animal overpopulation.
- 1978 National Association of Animal Control (NACA) forms to assist animal control officers in performing their duties professionally in order to ensure responsible pet ownership.
- 1982 Dr. Leo Lieberman promotes the advantages of early spay/neuter in a letter to JAVMA.
- 1985 American Humane Association estimates that 17.8 million cats and dogs are euthanized in shelters annually. (Population analysts have subsequently determined this figure is too high by three to five million.)
- 1989 SFSPCA announces plans to divest of animal control by 1994 and launches "no-kill" movement.
- 1990 Alley Cat Allies incorporates as a national nonprofit clearinghouse for information on feral and stray cats, bringing attention to the plight of feral cats and endorsing trap-neuter-return (TNR) as the most humane and effective method to reduce feral cat populations.
- 1994 Humane organizations, breeder groups and veterinary associations form the National Council on Pet Population Study & Policy to work on mutual goals regarding the pet animal surplus.
- 1996 56% of U.S. households own at least one pet, and Americans spend more than \$40 billion annually on pet food, toys, accessories and veterinary care. (APPMA)
- 2002 62% of U.S. households own at least one pet. (APPMA)
- 2003 Approximately 5,000 independent community animal shelters in the U.S. care for an estimated eight to 12 million companion animals annually, euthanizing approximately five to nine million.

* Stephen Zawistowski, PhD, Senior VP of Animal Sciences
ASPCA

To learn more about the history of the animal protection movement, see Marc Bekoff and Carron Meaney's *Encyclopedia of Animal Rights & Animal Welfare* (Greenwood Publishing, 1998).

Step 2. Identify leading organizations.

Visit websites, ask around, ask yourself and your staff and board: “Which people and organizations are raising the bar?”

- What organizations are at the cutting edge... of animal protection? ... of your particular issue?
- Which are the most stable organizations in animal protection? ... the specific work you want to do?
- What makes these organizations leaders? ... cutting edge? ... stable?
- How do they measure success?
- What lessons can you apply to your organization or project based on this review?
- What additional questions do you have?



Expand Your Horizons

Benchmark beyond animal protection. For example: in the for-profit sector GTE excels in customer service and labor relations; Roadway Express in employee morale; and Avon Cosmetics in workforce diversity. In the nonprofit sector: The Institute of Cultural Affairs is a leader in coalitions and collaborations; Imagine Chicago in local volunteerism; and Action Without Borders in the use of internet technology to link people and organizations with resources. When you find someone who is great at something, don't keep it to yourself! Pass it on to your colleagues, your federation, and the national network of humane organizations by emailing your discovery to outreach@aspca.org.

Step 3. Interview selected organizations.

Websites, printed materials, and expert opinion can teach you a lot. But to really learn the ins and outs of someone's success, go straight to the proverbial horse's mouth! Choose your favorites from Step 2. Visit them to see, hear, and experience their work first-hand. Ask good questions of organizational leaders, as well as their supporters and customers. Customize your own interview using the questions on pages 54-56 as a guide.



Show your community and your donors how smart you work!

Highlight your process and findings in your newsletter and in your conversations with supporters. This sharing increases their knowledge, and encourages them to invest further in your organization knowing that you work hard (and smart) to achieve more!



Outstanding Benchmark Profile: Spay/Neuter That Reaches the Target Audience

When Paula Fasseas, founder and director of Pets Are Worth Saving (PAWS) Chicago, determined they should invest in prevention, she set out to open a spay/neuter clinic in a location where the need for spay/neuter was high, but the availability was low. PAWS selected a site in a "high stray" area (determined by stray reports organized by zip code) which is also within the third busiest retail section in Chicago. Thanks to her strong business background, Paula knew to match their services to the surrounding community. Many local residents are Hispanic, so the clinic has several Hispanic and/or Spanish-speaking front desk staff members. The neighborhood is very social and family oriented, so the staff all have great people skills and the clinic is open on Sundays—the biggest family day—as well as during the week. (Next the clinic will be open Saturdays, too.) Walking is the most common mode of transportation, so free transportation by PAWS is especially important to people with animals in carriers, and to the elderly.

In addition to understanding the community and its needs and resources, Paula regards staffing as critical to success. She has learned to recruit veteran surgeons (with at least 10-12 years of practice under their belts) who can begin on day one performing a minimum of 30 surgeries per day. She also recruits medical staff with substantial experience and emphasizes the value of cross-training in a small clinic, noting that all front desk staff also learn how to handle recovery functions.

In 2002, the clinic performed 6,000 surgeries, 50% of which were provided free to people living at or below the poverty level. The roughly \$550,000 to operate the clinic is subsidized mostly by events and grant money. Why invest so much in spay/neuter? Paula believes, "We have to be a role model. We have to do what we ask from the public." She says that if she could do anything she wanted, PAWS would do free sterilizations and free vaccinations (in part because they provide a huge incentive to spay/neuter), and she'd even like to offer more incentives—"anything it takes"—to encourage more spay/neuter.

Step 4: Pull it all together.

Summarize your benchmark study by documenting your most valuable observations and conclusions. Consider the implications for your organization. For example:

- Using history to provide context, determine where animal protection is headed and how your organization figures into that future direction.
- In your interviews with “the best and the brightest” in the field, what have you identified as critical knowledge, skills and resources for your endeavors?
- Identify three to five significant results achieved by other organizations that you wish to achieve.
- Identify three to five “lessons learned” by other organizations which will enable you to avoid mistakes.



Achieving Sustainable Impact: Lessons Learned

SFSPCA & SFACC have reached a point they term “sustainable impact.” City-wide cat and dog statistics show a 41% reduction in intake (from 1989 levels) and a 73% reduction in euthanasia; and these reductions have been maintained for more than three years now.

What did they learn in the process of achieving sustainable impact? The first five years in partnership yielded only a modest decrease in intake. It wasn’t until years six through 10 that they really began to see the significant increase in total numbers of lives saved. Their analysis: the beginning years are an investment in prevention (including—in this case—roughly 10,000 free or low-cost, targeted spay/neuters per year). Sustainable impact is the result of this investment.



For benchmark summaries in successful community development initiatives, visit the “Innovation Bank” at Imagine Chicago: www.imaginechicago.org, and “profiles of innovative experiments” at the NonProfit Pathfinder: www.independentsector.org/pathfinder/innovations/index.html; for a comprehensive “how to” on benchmarking, see “How To Prepare For and Conduct a Benchmark Project,” www.c3i.osd.mil/bpr/bprcd/0135.htm.



Benchmarking Shelter Construction

Barbara Carr at Erie County SPCA, Lisa Dennison at New Hampshire SPCA, Sharon Harmon at Oregon Humane Society, Jim Tedford at The Humane Society at Lollypop Farm, and Victoria Wellens at Wisconsin Humane Society have all overseen major shelter constructions or renovations. On average, these projects—which ranged from \$750,000 to \$8,200,000—took from three to six years from planning through capital campaign to construction. Here they share some highlights of what they learned:

“The very best thing(s) we did...”

The number one, unanimous answer: Research! “I think one of the best things we did was tour other facilities with the entire building committee (architect, contractor, staff, board liaison) so that we could all see with our own unique perspectives what other facilities had to offer. And we didn’t just tour animal shelters. We looked at program elements and went to model facilities that demonstrated the best of what they offered: museums, hospitals, veterinary clinics, research laboratories, classrooms, restaurant kitchens, high-tech plants and of course about 15 animal shelters in four states. We all saw the same places and took lots of pictures. It was amazing when we were trying to deal with a space how helpful the experience and the reference photos were to the final project. It also was a good bonding experience for the team. When things got gnarly and tempers rose, someone would crack a joke that got us all back on track. Having the team visit the places also lent credibility to their suggestions.”

Other “best things” when planning a new facility...

- Moved to a central location with increased commercial and residential traffic.
- Anticipated the community's response to a new facility by increasing volunteers and client service staff ahead of time.
- Installed lots of glass... the ambiance is open, bright, inviting and people can see all the animals but there’s virtually no noise.
- Developed cat pavilions that invite people to be with the cats.
- Remained flexible throughout the entire process to improving the design. This cost more money and time, but paid off in the long run.
- Designed different portions of the building for different kinds of public use. For example we can actually close off the adoption area, but remain open for training or for a public event (like a chamber of commerce meeting or even a black-tie art opening!).
- Designed spaces with flexibility and future changes in mind.
- Focused on showcasing and marketing our animals for adoption rather than warehousing them. The facility is bright and cheerful... no battleship gray anywhere! We worked diligently to make the kennels and cat room comfortable (radiant heat in the kennel floors, frequent air exchanges, glass separating cats from people, central pressure wash system for easy and thorough cleaning and disinfecting).
- Built several spaces that have been extremely flexible and have accommodated a wide range of uses. Our dog “meet and greet” room has been used as both a makeshift cattery and as an aviary in the aftermath of nasty cruelty cases. We converted a stall in our new (attached) barn to a rabbit habitat where spayed/neutered bunnies can interact and hop around in an outdoor paddock in nice weather. Another stall has been used for housing a large number of cats seized in a hoarder case. This flexibility has enabled us to handle large scale cruelty cases without significant displacement of our shelter population.



Keep the learning going! Share your Field Assessment and Benchmarking with others... in your organization, in your community, in your state or regional federation, and with NSO: outreach@aspca.org.

“What I'd do differently next time...”

- Fully explore “green” technology... traditional builders, designers, etc. don't promote green technology much, nor are they knowledgeable about it.
- Soften the style of our interior—which is sort of minimalist industrial. We have high open ceilings. I'd bring the ceilings down a bit lower and make the place a little less cavernous. I'd also add a separate wing for housing cruelty-case animals who are in legal limbo. I'd take the concerns of longer-term housing into account, and make that portion of the facility as comfortable and pleasant as possible.
- Design areas with multi-functionality in case an entire program or department were divested. What would or could we use the space to do?
- Build more while we were building. Our project cost \$750,000. Then we lost \$1.5 million in the stock market. Imagine what we could have built with \$2.25 million!
- Install different windows in our dog room doors so the dogs could see without jumping up.
- Invest in a bigger piece of land for such an incredible building.
- Understand and prepare for the stress that the campaign and the project would create for the staff.
- Start training for the new building months before moving, implementing protocol changes in anticipation of new space and new tools.
- Use the staff to tell me exactly what they need to perform their duties, and make sure their “fixes” don't create new issues. Take the time to think and rethink all processes before the building is designed and then do it again looking at the plans—step by step. e.g. “This is where I'm going to go for a new sponge. Is that convenient and logical? ... and so on.”

“Results we didn't anticipate (good and not so good)...”

- How much easier it is to recruit people and retain staff and volunteers.
- While the new facility has completely enhanced our image and credibility, it has also dramatically increased the public's expectations of us—and the attitude that now that we're in this lovely new space, we should be able to say “yes” to every request.
- Since moving to the new building in 11/99 and 6/00 (two phases) we have added 35 new full-time staff. YIKES! We did that because we needed to meet the expectations of ourselves and our clients for first rate service, and because we could in light of increased revenue.
- We've become a destination point—it never occurred to me that people would seek us out!
- “If you build it, they will come.” We found that the increased publicity around the new facility generated even more community good will and confidence, so we saw a spike in the number of incoming animals. The number leveled off within the first year—thankfully.
- What was really surprising was that the momentum of the capital campaign kept moving us forward long after the money was raised and the building completed. Awareness in the community skyrocketed, something that having been here since 1868 hadn't accomplished. We didn't add any new programs other than behavior, but people knew who we were and what we did and responded when we asked them to do something, anything. Our position as a leader was enhanced tremendously as was our ability to affect change because we have an impressive building and the concurrent awareness campaign added legitimacy to our message. We also were able to push the envelope because of the building. We never could have gotten away with charging \$300 for cute dogs and cats in the old place. Now clients don't bat an eye given the posh space we work in. The revenue from that shift along with increased adoptions added \$285,675 to the coffers!
- We're holding animals longer and caring for animals differently—responding to their special needs. This requires more from our spaces and more time from our staff!
- Our project was new kennels, but in the process we had to move the cats—which pushed us to rethink cat spaces, too. As a result, our cat adoptions are up 25%!

Benchmarking Interview

Understanding the organization

Organization name _____

Location _____

Size (budget, staff, volunteers, animals) _____

Services _____

Contact(s)—name, phone, fax, email, address, website for each _____

Year started _____

Mission _____

Understanding the context

Why did you decide to do “XYZ?” _____

What need were you trying to meet? _____

How did you know the need was there? _____

What external opportunities are you capitalizing on (local economy, local politics, new dog park in town, animal cruelty in the news, etc.)? _____

What external realities could potentially threaten this initiative (competition, economy, local politics, etc.)? _____

What strengths does your organization have that are critical to this initiative? _____

What weaknesses does your organization have that make this initiative particularly challenging? _____

Understanding implementation

How do you deliver this initiative? _____

What are your policies and procedures? _____

Who staffs this initiative (number employed, education and training, level of experience, wages, hours)? _____

Understanding impact

What are the results (statistics, documented changes in community behavior or attitudes, donations, etc.)? _____

How long have you been tracking results? _____

What are the secondary results and what's your evidence (morale, public perception, increased volunteers, etc.)? _____

What are your future plans for this initiative? _____

Understanding financial implications

How much does this program cost? _____

What do you charge? How much do you collect in fees? _____

What other monies support this initiative and how do you acquire those? _____

What percentage of your overall income comes from this program? _____

What percentage of your overall expenses go to this program? _____

Understanding lessons learned

What’s the very best thing you’ve done with this program? _____

What would you do differently if you could? _____

What do you wish you knew before you got started? _____

Where do you want to go next with this? _____

Getting additional information

What other thoughts or advice do you have? _____

Did you do a business plan, and if so, would you be willing to share it? _____

What other written documents on the initiative—such as mission, goals, budget, program description, progress reports—would you be willing to share? _____

What other people might we interview? _____

“The seeds of change are planted with the questions we ask.” —David Cooperrider

Asking questions is a great learning tool for both the interviewer and the interviewee. Additionally, studies of effective change efforts are increasingly showing that the more questions are framed in positive or hopeful terms, the more energized people become in using the information to continually improve and innovate. So get inspired, ask positive questions! See Barrett, F. “Creating Appreciative Learning Cultures,” *Organizational Dynamics*, 1995, v24, 36-49.

Chapter Five

Picture Success—Shared Vision



Vision for the Community

The vision of Humane Society of Kent County, Michigan, is a community in which:

- All pets are provided with adequate food, shelter, medical care, companionship and appropriate training.
- No adoptable pets are euthanized.
- All companion pets are spayed or neutered.
- All pets are wanted and considered a part of the family.

The Humane Society is considered the ‘pet source of choice’ for responsible pet owners.



Vision for the Organization

The Humane Society of Santa Clara Valley’s vision is to be the community’s first choice whenever they want to adopt an animal, are looking for a lost animal, have a question about an animal issue or problem, or have a concern about abuse or exploitation of animals, and want a credible, reliable partner to address animal issues in the community.



Vision For a New Facility

Humane Society of Chittenden County’s vision for a new facility:

- Put our mission under one roof—combining our many educational programs and outreach activities with the very animals who are at the heart of our mission.
- Be accessible to all, providing the wheelchair access we have long needed—so our animals and many wonderful companions can meet.
- Celebrate the fact that pets are part of the family, housing our animals in a more homelike setting—cozier quarters will help make for happier and healthier transitions and complement the caring attention our staff gives every potential adopter.
- At a total project budget of \$2 million—our new inviting and accessible facility will ensure that the Humane Society of Chittenden County is the place where many more best friends will meet over the decades.







The future belongs to those who believe in the beauty of their dreams.

—Eleanor Roosevelt

Picture Success—Shared Vision

What is it?	A vision captures a detailed picture of where you will be and what you will have accomplished at a defined point in the future (usually five to ten years out). Shared vision is the process of dreaming as a group and arriving at collective agreement on desired future outcomes for your work.
Why do it?	Vision provides clear direction, inspiring everyone in the organization to focus on the future and to work together towards the same ends.
When?	<ul style="list-style-type: none"> • as part of strategic planning • when planning for a major initiative or construction project • to provide clarity for organizational assessment
How?	<ol style="list-style-type: none"> 1. Identify your team. 2. Imagine. 3. Make it tangible. 4. Write it down.

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. Identify your team.

Convene a group of board, staff, volunteers and other stakeholders. Stakeholders include all of the people or groups essential to an effort (i.e. the leaders, the planners, the “doers” and the supporters), as well as all of the people who will be impacted (positively or negatively). You can extend the potential of your strategic planning efforts even further by engaging representatives from each of your stakeholder groups in your planning.



Build from Your Strengths

It's a great idea to identify your strengths and major accomplishments as a precursor to developing your vision; this will help lay a foundation of enthusiasm and confidence.



Vision vs. Mission

“Purpose [mission] is similar to a direction, a general heading. Vision is a specific destination, a picture of a desired future. Purpose is abstract. Vision is concrete. Purpose is ‘advancing man’s capability to explore the heavens.’ Vision is ‘a man on the moon by the end of the 1960’s.’ Purpose is ‘being the best I can be,’ ‘excellence.’ Vision is breaking four minutes in the mile.”
Peter M. Senge, *The Fifth Discipline*.

Step 2. Imagine.

Inspire your planning team to imagine collectively by giving them a hypothetical scenario like the one in the Discussion Guide for Creating Shared Vision on pages 63-66. Here are two other possible scenarios:

- “You have stepped into a time machine and set your destination point ten years into the future. When you arrive there, you find that all of your dreams for animals and for your organization have come true.”
- “A favorite aunt has passed away and left you her most prized possession: an oil lamp. When you unpack the lamp, you realize it has magical powers. Rubbing the lamp, you make three elaborate wishes for animals which immediately come true.”

Allow members of your planning team to imagine on their own at first. Then begin to build the collective imagination of the group by having people share their ideas, first in pairs and then in small groups. Brainstorming is not only allowed, it is encouraged—visioning is supposed to be a stretch.

Step 3. Make it tangible.

Once the planning team has imagined the future, take the time to translate that future into behavioral terms. Write your answers in the present tense.

- What do you see people doing?
- What do you hear people saying?
- What evidence do you see that the community has changed and your work has been successful?

Step 4. Write it down.

State your vision for the future in bold, present-tense language. In addition to your bold vision statement, document the process you used to arrive at your vision: the time, place, participants and notes about the conversations.

Pronounce your vision *with energy and enthusiasm* to everyone in your organization and throughout your community. Invite your community to take part in achieving this bold vision of the future.



DISCUSSION GUIDE FOR CREATING SHARED VISION

You will need:

- a group of board, staff, volunteers and other stakeholders
- a comfortable room to accommodate your group in a full circle as well as in small break out groups
- at least four hours
- flip charts and markers
- copies of this handout for everyone in the group
- sticky dots (four for each group member)
- paper and pens
- a volunteer to transcribe and distribute all of the flip chart notes at the end of the process

You may also want:

- a facilitator for the process
- a warm-up and/or introduction exercise
- a meal or snacks and beverages
- a wrap up exercise

Organize into small groups:

Provide flip charts and markers for each group (four to six people). Within each group, identify a facilitator who will make sure each person has time to speak and ask questions, as well as keep track of time. Identify a recorder who will write notes on your flip chart and report back to the large group.

Imagine it is a Sunday ten years from now and your organization’s latest accomplishment has the “above the fold” story on page one of the biggest newspaper in the state. As you read the article (in which all of the information is accurate and all the right quotes have been printed), you realize that your dreams for how your organization could impact the lives of animals and people in your community have at last come true. Pause to let your imagination take you to the place where you’re reading this front page story.

... PAUSE & IMAGINE...

1. Individually, jot down your answers to the following questions:

What major accomplishment is at the heart of this lead story?

How did it get to be important enough to be “front page material?”

How will this inspire others in the field of animal protection?

What images do you see that tell you animals are valued in your community? What do you hear?

What reputation does your organization have?

continued

2. Each in turn, describe to your small group your version of the front page story and all the images and details you imagined. Jot notes, images and quotes on your flip chart. Help each other tell these stories. Ask questions. Get excited! Jump to new ideas!

3. In your small group, discuss the following questions. Work together to translate ideas into tangible images (i.e. things you can see or hear). If nothing comes to mind for a particular question or area, skip it and move on.

It's ten years from now, and those front page stories really happened...

How are animals in our community better off and how do we know (i.e. what do we see and hear that's different from the past)?

How are animals regarded in the major institutions of our community:

... in the courts and law enforcement?

... in politics?

... in the media and entertainment?

... in science, academia and education?

... in the industry, business and nonprofit sectors?

... in community, social, spiritual and family contexts?

... in any other realms?

What contribution have we made to bring all of this into being?

Is there anything else from our vision that needs to be told?

continued

4.a. Articulate your dreams as tangible, desired outcomes (i.e. things you can see, hear or feel) that represent all of the visions in your small group. [Note: in a few minutes, you will be organizing, condensing and fine tuning your visions to eventually arrive at one shared vision for the whole group, but at this time it is not necessary to come to complete agreement on outcomes and images that you put on your flip charts.]

4.b. Report your visions (tangible desired outcomes) to the large group. Invite questions and conversations about your ideas. Post your tangible, desired outcomes on the wall.

continued

5. Vote on the group's priorities for desired future outcomes of your work. (Each person gets four sticky dots; each dot is worth one point; dots of varying colors are of equal value.)

Walk around the room to read all of the vision outcomes and images on the flip charts.

Place your dots next to the outcome(s) or image(s) that you feel your organization should primarily strive to achieve. You may put all of your dots on the same outcome/image, or spread your dots among several outcomes/images.

When everyone has finished voting, tally the votes. The five (or six) outcomes/images with the most votes will represent your shared vision for the organization.

6. Bring it to life. State your vision for the future in bold, present-tense language. Make it a statement (a sentence or two) that inspires, excites and energizes people.

Chapter Six

State Your Purpose—Mission



Missions that Inspire

It is the mission of the Humane Society of Boulder Valley to protect animals from suffering and cruelty, to provide care for animals afflicted by neglect, abandonment and exploitation, and to enhance the lives of animals and people through education, adoption and compassion.

The Humane Society for Greater Nashua is dedicated to the creation and maintenance of a responsible and humane two- and four-footed community. We provide for and protect abandoned, abused, neglected and unwanted animals, and promote animal welfare through programs and services that mutually benefit animals and people.

International Institute for Humane Education helps create a world where kindness and respect are the guiding principles in our relationships with people, animals and the earth. IIHE achieves this by training individuals to be humane educators and advancing comprehensive humane education world wide.

Maddie's Fund: Our Mission Is to Revolutionize the Status and Well-Being of Companion Animals.

The mission of the Richmond SPCA is to practice and promote the principle that every life is precious.

The SFSPCA is dedicated to saving San Francisco's homeless cats and dogs; to helping pets stay in loving homes; and to cultivating respect and awareness for animals' rights and needs.

The mission of the Wisconsin Humane Society is to work toward a community where people value animals and treat them with respect and kindness.







The best use of life is to invest it in something which will outlast life.

—William James

State Your Purpose—Mission

What is it?	Your mission statement declares—to you and to the world—your fundamental purpose.
Why do it?	Defining or redefining your mission will focus all of your board, staff and volunteers towards the same ultimate goals, provide parameters for designing services and differentiate you from other organizations.
When?	<ul style="list-style-type: none"> • when you're starting a new organization • if you don't have a clear mission statement • when your organization has undergone major changes • when a new organization is now serving the same population
How?	<ol style="list-style-type: none"> 1. Assemble the players. 2. Lay the foundation. 3. Facilitate dialogue and consensus. 4. Write it down.

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. Assemble the players.

Like most organizational planning, defining your mission is best done as a group activity. A professional facilitator or an impartial volunteer with good group and communication skills should guide the process. Identify a group of key board, staff and volunteers as your planning team.



When to Write Your Mission

You may wonder why you would check your status, find your niche, benchmark, and create a vision before defining your mission. Although you are committed to the general purpose of animal protection, the exact role that your organization should play depends on your community's needs, what's working best in animal protection, and your evaluation of your organization's position and potential. Sometimes organizations that do not adapt their views of themselves to changing conditions get left behind. Railroad companies, for example, lost ground when they failed to change quickly enough in response to competition from trucks to transport freight because they defined their purpose as providing train service rather than transport.



Engage Your Stakeholders

When identifying people to include for organizational planning, consider the five "I" words: everyone who is *interested*, has *influence*, has *information* or access to it, may be *impacted* or has an *investment*. (Diana Whitney and David Cooperrider, *The Appreciative Inquiry Summit*.)

Step 2. Lay the foundation.

Ask your planning team to prepare ahead of time for the work of defining or redefining your mission by thinking about the field of animal protection, your organization and your community, and its relationship to animals. Provide your planning team with your community assessment and your organizational history (see Chapters 1 and 2).

Step 3. Facilitate dialogue and consensus.

Allow plenty of time (at least a half day) for brainstorming and discussion of the mission questions (pages 73 and 74). Take notes throughout the meeting on a flip chart so everyone can follow the conversations. Build consensus on why you exist; whom you primarily serve; what you primarily do; and how you want to convey these conclusions to your community.



Prevention or Intervention?

Humane organizations are bombarded daily with concurrent demands and multiple compelling needs. You can guide your staff and organization to more effectively serve the community by clarifying whether your primary business is prevention or intervention. Prevention (spay/neuter, humane education, behavior training, etc.) services solve problems at their source. Intervention services (rescue, sheltering, cruelty investigations, etc.) meet the current needs created by the problems.

- A) As you are discussing your mission, consider whether you are *primarily* in the business of prevention (and advocacy) or intervention.

What percentage of your activities (and budget) will you devote to prevention?

What percentage of your activities (and budget) will you devote to intervention?

- B) Most communities need both prevention and intervention services. Who will provide intervention in your community while you provide prevention (or vice versa)? (See Chapter 11, *Partner Productively*.)

Step 4. Write it down.

Draft the group's agreements into a clear and powerful mission statement (ideally one sentence). Present the draft mission statement to your board of directors for discussion and approval.

Once approved, communicate your mission to all board, staff and volunteers. Use your mission statement to guide you whenever you're drafting new plans or questioning the value of any of your services or activities. (See also Chapter 8 to translate your mission into measurable outcomes.)



DISCUSSION GUIDE FOR DEFINING OR REDEFINING MISSION

“You must be the change you wish to create in the world.” —Mahatma Gandhi

Use these questions to launch conversations first in pairs or small groups, followed by a large group discussion with your entire planning team. You will need at least a half day in a comfortable setting with flip charts and markers.

1. Why do you exist?

What is your ultimate purpose?

What is the future your organization is working towards?

How will what you are doing today matter 100 years from now?

2. Whom do you primarily serve?

What geography?

What groups? (Citizens, families, women, seniors, children, adults, businesses, other nonprofits.)

Which animals? (Cats, dogs, companion animals, wild animals, all animals.)

Be sure to clarify:

Do you serve the whole community or a specific group within the population?

Do you serve all of the animals in the community or just those animals within your facility?

continued

3) What do you primarily provide?

What are your core functions?

What distinguishes you from other groups or organizations offering similar services or serving the same or similar populations?

Based on your “why” (question 1), are you primarily in the business of prevention or intervention?

4) How should/will you say it?

What words, phrases or images are key to conveying the essence of your mission?

Note: You may wish to begin Step 4 by asking all planning team members to write down their own answers to this question on large index cards. Display the cards on a table or wall for the entire group to view together. The group can then select the most compelling and important words and images to include in the final mission statement.

What’s in a word? In studying how people understand their world, psychologists have concluded that the words we use actually shape our perception of reality itself. Therefore it is advisable to use great care in constructing a mission statement, as it will have defining impact on the organization and the people serving it. It is relatively easy to get group consensus on a list of ideas or concepts, but to make sure you are really saying what you mean, it is important for the planning team to clearly articulate and agree upon the key words and phrases that best convey your “why.” Once you’ve reached agreement on the essential words and phrases, a writer or two can work these into an actual mission statement of one to three sentences. For more information, refer to constructionist psychology and works by Kenneth Gergen.

Chapter Seven

Work Smarter (Not Harder)—Impact for Effort Analysis



20/20 Hindsight in New Hampshire

In the early 1990s, members of the New Hampshire Federation of Humane Organizations took four approaches to reducing euthanasia in their shelters:

- (1) a public-education campaign promoting spay/neuter,
- (2) an adoption-promotion campaign (including improved customer service and changes in old-fashioned and rigid adoption policies),
- (3) individual partnerships with veterinarians to spay/neuter adopted animals and to participate in Spay Day events,
- (4) and a legislative campaign for a state-funded spay/neuter program providing for spay/neuter of animals adopted from shelters and animals belonging to persons on public assistance.

The results are striking:

- (1) The public-education campaign was relatively easy and inexpensive to implement—using donated bumper stickers, poster space, and PSAs. It also had no measurable impact on the numbers of animals admitted to or euthanized in shelters. Result: Low Effort/Low Impact
- (2) The new hiring and training practices required for improving customer service and revamping adoption policies entailed considerable time and expense. While improved customer service has many important benefits for a humane organization, the resulting increased adoptions only accounted for 16% of the reduction in euthanasia rates over time. * Result: High Effort/Low Impact
- (3) Partnerships with veterinarians to perform spay/neuter on adopted animals and to participate in Spay Day “spay-a-thons” resulted in several thousand neuters per year. However, these neuters required substantial dollars and paid staff time for logistics, transportation, and partnership maintenance. High Effort/High Impact
- (4) Finally, the legislative effort—while labor intensive in the first few years of lobbying until passage—has required relatively few hours of attention since 1995, and continues to result in an average of 4,200 neuters each year at no cost to shelters. Since the program’s inception, the admission rate in New Hampshire shelters has dropped by 26% and the euthanasia rate has dropped by 77%. * Result: Low Effort/High Impact

In hindsight, it is clear New Hampshire could have saved effort (dollars and time) by evaluating the impact for effort of all four approaches prior to implementation.

*Source: New Hampshire Federation of Humane Organizations, Inc.; Solutions to the Overpopulation of Pets, Inc.

Whatever is worth doing at all... is worth doing well.

—Philip Stanhope

Work Smarter (Not Harder)—Impact for Effort Analysis

What is it? An impact for effort analysis compares what you will put into an initiative (program or service) to what you think you will achieve, in order to identify priorities that yield the best return for animals from your investment of time, energy and dollars.

Why do it? Most organizations operate on limited funds, and donors are becoming increasingly concerned with spending their philanthropic dollars on programs that get the best results. An impact for effort analysis identifies those initiatives that are leveraging your dollars most effectively in moving you towards mission accomplishment.







When?

- as part of strategic planning
- to pretest a new program or service
- when determining what programs a new or renovated building should accommodate
- to align programs with your mission
- as a check to see that you are getting the most bang for your buck

How?

1. List initiatives.
2. Estimate effort.
3. Define impact.
4. Evaluate impact.
5. Map results.
6. Assess strategies.

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. List initiatives.

<i>If you are planning for...</i>	<i>your initiatives will be...</i>
your organization,	a list of your programs and services.
a new program or service,	major elements of the program or service. (For example, for a spay/neuter effort, you might look at activities you are considering—mobile clinics, partnering with the veterinary community, pursuing higher licensing fees for unaltered animals, etc.)
a new facility or renovation,	programs and services you could offer in the new or improved facility.*

*Check your numbers: Remember, programming adjustments will impact your finances. After completing an impact for effort analysis, be sure to visit Step 1 of your financial feasibility study (see Chapter 9) to ensure that you have enough profitable programs and services for your construction to remain financially feasible.

Step 2. Estimate effort.

For each program or service, estimate the effort involved by evaluating:

- direct costs (wages and related expenses, materials and supplies, capital expenses, operations)
- facility/space
- time (for start-up, for delivery)
- skills
- infrastructure
- technology
- management (staff, volunteers, operations, partnerships/collaborations)



The ease of implementing an initiative can differ by organization. If you're fortunate enough to have a core of highly motivated and organized volunteers, your effort for an initiative like satellite adoptions which is staffed primarily by volunteers may be relatively low. On the other hand, if your volunteer program is in its infancy or undergoing strife, your effort for the same initiative may be quite high because of the infrastructure and management required to make it run smoothly.

Rate each program or service as a high-effort or low-effort initiative.

INITIATIVE	HIGH EFFORT ✓	LOW EFFORT ✓

Step 3. Define impact.

Begin by converting your mission into observable, measurable results. For example, if your mission is about creating a humane community your list of results might include:

- all dogs and cats are spayed/neutered and wear ID,
- no animals are homeless or unwanted,
- civic and religious leaders publicly condemn cruelty to animals,
- people use humane, nonlethal methods to resolve wildlife conflicts.

Define your measurable results at the bottom of the Impact for Effort Analysis on page 85.



Impact = Behavior Change

How do you know you have made an impact? Suppose you and your dog take a basic manners training class. How will you determine that the training has been successful and worth your time and effort? Will it be enough that the trainer, you and your dog showed up? More likely you will want to see some new behaviors from your dog to feel the training was a success.

Behavior change is what prevention services are all about; and that's the only way to measure their success. Therefore, if you are evaluating the impact of a humane education program, simply counting the number of kids who attend your programs tells you nothing about impact. To measure impact you will need to count the number of kids who convinced their parents to put ID on their companion animals (or demonstrated some other tangible behavior) as a result.

Step 4. Evaluate impact.


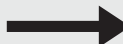
Using the measurable outcomes identified in Step 3, evaluate each of your initiatives for how much or how many of the outcomes it accomplishes, and score each as high or low impact.

INITIATIVE	HIGH IMPACT ✓	LOW IMPACT ✓

Step 5. Map results.

Each of your programs and services now has a rating of high or low effort and high or low impact. Using the Impact for Effort Analysis on page 85, place each program or service in the corresponding box. Don't be surprised or discouraged to find you have been allocating resources towards ineffective programs. That kind of insight is exactly the purpose of an impact for effort analysis.

Here are some of the typical impact for effort findings of animal protection organizations:

 E F F O R T	Adoptions	Spay/Neuter
	<p><i>Adoption programs are often considered high effort—because of staff and animal care expenses—and low impact—because adoptions only account for about 18-20% of the animals in a community. (APPMA 2002)</i></p> <p><i>Organizations like Erie County SPCA are improving the impact of adoptions by expanding market share through off-sites (see page 3) and by neutering all animals prior to adoption to increase the proportion of owned animals in the community who are sterilized.</i></p>	<p><i>Most organizations that are effectively closing in on zero euthanasia of adoptable animals community-wide are investing substantial resources in high-volume, targeted spay/neuter to reduce overpopulation. (See Sustainable Impact on page 51.)</i></p>
	High Effort/Low Impact	High Effort/High Impact
	Humane Education	None
	<p><i>Classroom talks and public service announcements encouraging spay/neuter cost little to produce but frequently fail to reach the target audience (low-income households) effectively because the barrier for these people often isn't knowledge, but rather cost and/or transportation.</i></p>	<p><i>It is not at all uncommon for organizations to find that none of their high impact programs operate with low effort. With planning, however, it is possible to invest in volunteer management so that programs such as foster care, behavior help lines and off-site adoptions can become high impact for low effort.</i></p>
	Low Effort/Low Impact	Low Effort/High Impact
	IMPACT 	

Step 6. Assess strategy.



Take a good look at your impact for effort analysis. For each program or service, how will the effort or the impact change over time?

Plan for the next *two to five years* by answering the questions in the chart below.



Impact for Effort Changes over Time

A foster care program, for example, may be very high effort in the first two years with relatively low impact (outcomes). Once the infrastructure is well established, however, years three through five of a well-run foster program could enable you to shelter and successfully place 20% more animals, while simultaneously reducing the direct costs of sheltering those animals.

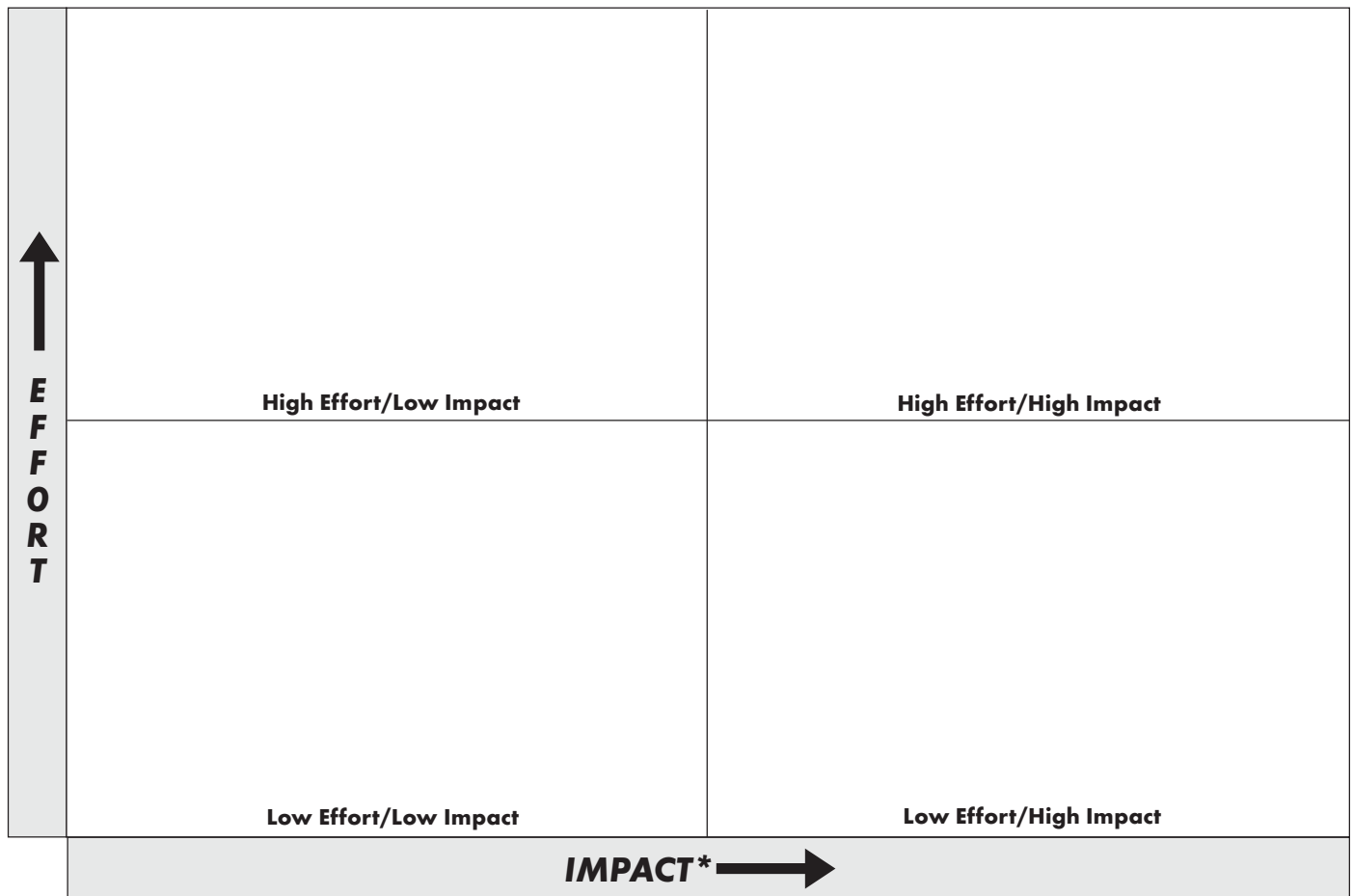
 E F F O R T	MOST PROBLEMATIC <i>What could you do to reduce the effort and/or increase the impact? What are your deadlines for such changes?</i> <i>Is there another provider in the area who could provide this service more effectively?</i>	INVESTMENT INTENSIVE <i>How do you reduce your effort without changing impact?</i>
	High Effort/Low Impact	High Effort/High Impact
	LIMITED VALUE <i>What could you do to increase the impact of these services without increasing the effort?</i> <i>How could these resources be more effectively reallocated to other initiatives?</i>	BEST OPPORTUNITIES <i>Benchmark (compare) what other organizations have accomplished with this service or program. What steps could you take to push these programs to the next level?</i>
	Low Effort/Low Impact	Low Effort/High Impact
IMPACT 		



United Way, "Measuring Outcomes," at <http://national.unitedway.org/outcomes/files/cmyout1.pdf>; The MacMillan Matrix helps you determine strategy for each program or service, visit www.allianceonline.org/faqs.html, choose "Strategic Planning" and then click on "How can we do a competitive analysis?"

IMPACT FOR EFFORT ANALYSIS

Plot your initiatives in the matrix below according to whether they require low or high effort and result in low or high impact.



* Impact is measured by results. List your desired mission outcomes (results).

Chapter Eight

Measure Up—Setting Objectives



A Dogfighting Initiative with Measurable Impact

Dogfighting is a serious problem for animals and people living in Chicago. Early in 2001, The Anti-Cruelty Society (TACS) of Chicago designed a three-year dogfighting initiative with the following objectives:

- 10% annual increase in dogfighting arrests;
- 10% annual increase in funding for police to combat dogfighting;
- change in children’s attitudes regarding dogfighting, gauged by pre- and post-test surveys at Chicago elementary schools;
- distribution of videotapes to 500 neighborhood organizations;
- 10 active new neighborhood organizations per year;
- decrease in pit bull rescues as tracked by TACS and Animal Care and Control;
- decrease in pit bull bites as self-identified by victims.

During implementation, TACS experienced the greatest level of success with the objectives involving police collaboration. In fact, Chicago police supervisors mandated officer attendance at training seminars. As a result, arrests have exceeded the objective, and convictions have risen significantly as well. As a bonus to these measurable outcomes, TACS developed valuable working relationships with Chicago police which they can leverage to serve the community and animals more effectively.

TACS also found it was not so easy to measure any change in the incidence rates of pit bull rescues or bites, in part because of the logistics of coordinating inter-agency reporting. This has highlighted the need for greater interagency cooperation and collaboration.

By setting clear, measurable targets for its dogfighting initiative, TACS has been able to secure foundation support, to track its progress and to identify areas where further work is needed.

Set goals that are achievable. Bring about meaningful change one step at a time. Raising awareness is not enough.

—Henry Spira

Measure Up—Setting Objectives

What is it? Objectives quantify what you want to accomplish. Setting objectives involves choosing indicators of your organization’s performance and defining future targets.

Why do it? Objectives help connect planning to daily operations. Communications that report on your progress toward objectives provide valuable feedback to your board, staff, and volunteers, and help to keep everyone in the organization focused and motivated. Projects with clear objectives are more likely to be funded by foundations.







When?

- as part of strategic planning
- to translate your vision into an action plan
- annually
- when creating or changing a program, service or campaign
- tracking progress against objectives is part of the ongoing management of your organization

How?

1. Identify indicators.
2. Choose the most important indicators.
3. Set targets.
4. Develop reports.
5. Monitor and manage.

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. Identify indicators.

Convene a planning team of board and staff to discuss what success will look like for your organization, how you will measure success, and how you will evaluate your progress (see also Chapter 5 on Vision).

Brainstorm a list of things you can observe and measure to evaluate your success. These will be your indicators.

At right are some sample indicators that a humane society might choose to evaluate performance. This list is only a thought-starter.

	Area	Possible Indicators
Mission Activity	Animal adoptions	<ul style="list-style-type: none"> • % of annual increase • Adopter satisfaction ratings • # of placements through a new adoption initiative—such as off-site or mobile adoptions
	Animal euthanasias	<ul style="list-style-type: none"> • Rate per 1000 community residents • Change in % of overall dispositions
	Animals reunited with guardians	<ul style="list-style-type: none"> • % increase in reunifications • # IDs distributed in community
	Animal care	<ul style="list-style-type: none"> • All animals vetted within 24 hours of admission • All dogs walked at least twice daily • Cats with kittens sent to foster care within 48 hours
	Humane education	<ul style="list-style-type: none"> • # graduates from dog training classes • % of summer camp graduates whose families subsequently adopt from shelter • # IDs sold to adoption center visitors
Infrastructure	Staff	<ul style="list-style-type: none"> • Personnel satisfaction scores and retention rates • Hours of professional development/employee/year
	Volunteers	<ul style="list-style-type: none"> • Numbers of volunteers • Increase in volunteers • Expanded services due to volunteers
	Facility	<ul style="list-style-type: none"> • 90% or better on monthly safety inspection • Improved interior decor and lighting • More parking
Viability/Sustainability	Public image	<ul style="list-style-type: none"> • % increase in visitors • Customer satisfaction survey results • Numbers attending community events
	Donors/Members	<ul style="list-style-type: none"> • Retention and renewal rate • # of existing donors who increase their giving levels
	Development (fundraising)	<ul style="list-style-type: none"> • Increase in dollars raised • Increase in appeal response numbers
	Budget	<ul style="list-style-type: none"> • Revenues match or exceed expenses • Actual numbers within 5% accuracy to budget
	Implementation	<ul style="list-style-type: none"> • % of key initiatives that are on schedule

See also Chapter 1 for other ideas on indicators to measure performance.



What’s the difference between goals and objectives? Generally speaking, goals refer to a desired trend or direction, while objectives apply quantifiable measures such as target dates, percentages and amounts. For example:

Goal

- Reduce euthanasia
- Improve customer service
- Increase morale and productivity
- Increase endowment

Possible Objective

- Reduce euthanasia rates to 5.6 for every 1000 people in our community.
- Respond to 95% of non-emergency phone inquiries within 24 hours by the end of the second quarter of this year.
- Have 100% of staff attend at least three hours of training during the year.
- Earn \$30,000 net income (revenue less expenses) this year.

Step 2. Choose the most important indicators.

Narrow your brainstormed list to a manageable number of particularly important indicators. In making your selection, consider outcomes, key drivers and diversity of measures.

Focus on outcomes.

Clarify your desired major outcomes up front. This will help you to determine whether your program design supports achieving and measuring success. For example, if your ultimate measure of success comes in saving the lives of animals, indicators such as euthanasia and adoption rates are a good

place to start. For a humane education program, outcomes are measured in behavior changes—such as the percent of students who attend your humane education program whose families subsequently purchase IDs for their pets.



May I?

When Morgan Lance and her colleagues at Marin Humane Society wanted to evaluate the effectiveness of their bite-prevention program, all they had to do was take a walk with a dog down Main Street. There they met up with kids who asked, “May I pet your dog?” In fact, it’s a daily occurrence for kids to ask before touching dogs in Marin—which is exactly the outcome Morgan designed their program to achieve!

Identify key drivers.

Select indicators that will impact your desired major outcomes. For example, your euthanasia rate is impacted by animal admissions, animals returned to guardians, adoptions and surrenders. Admissions, in turn are most impacted by spay/neuter. Each of these key drivers is also an outcome in and of itself, and is a good candidate to be included in your list of indicators.

Since some outcomes may be long in coming, it is appropriate to take interim measurements to see how you are progressing. For your humane education program, you might give students a before-and-after quiz to assess changes in their knowledge or attitudes. Ultimate success of the program will be measured in behavior change.



Talk it out. The process of identifying objectives can be as valuable as the objectives themselves. The process uncovers assumptions, corrects misunderstandings and promotes creativity and alignment across your team.

Use a diversity of measures.

Notice in the chart on page 89 that indicators span three categories: Mission Activity, Infrastructure, and Viability & Sustainability. Here are some guidelines for each category with corresponding examples of objectives from Wisconsin Humane Society.

Mission Activity

Include measures of behavior changes in your target audience and outcomes directly related to achieving your vision.

Reduce the number of feral cats entering animal control by 10% each year for the next three years.

Infrastructure

Include indicators which demonstrate that you have the right skills in the right positions to get the job done, and that your facility is adequate for the services of your mission activity.

Develop a docent program for 20 current volunteers, including a method to identify, screen, train, evaluate, schedule and follow-up that will enable volunteer docents to conduct weekend shelter tours by May 30.

Viability & Sustainability

Although your organization is mission-driven rather than profit-driven, you still need to meet certain financial requirements to keep your doors open. Include objectives for fundraising and adherence to budget.

Create an annual giving plan that is four times the salary/benefits and expenses of the development department by October 31.

Step 3. Set targets.

Define SMART (Specific, Measurable, Attainable, Relevant and Timed) objectives as in the following examples.



SMART Planning in Boulder, CO

Every year, in preparation for an organization-wide strategic planning process, each department and the board of directors at the Humane Society of Boulder Valley (HSBV) conducts a SWOT analysis (review of internal strengths and weaknesses and external opportunities and threats). These individual SWOT analyses pave the way for reviewing long-term organizational strategy to see that HSBV is still on the right course. Then staff and board engage in a multi-day planning process for the coming year, developing goals and objectives in five areas: animal focus, client focus, operational excellence, people development and financial stability. According to HSBV CEO Jan McHugh-Smith, the process is a lot of work but everybody really loves it... and it is key to maintaining 100% placement of adoptable animals (first achieved in 1996). Here's one of the SMART objectives that emerged from HSBV's 2003 planning:

Goal area: Animal Focus—maintain 100% placement of adoptable animals.

Objective: Increase trained foster homes to 150 by June 30.

Specific The objective focuses on the number of trained foster homes.

Measurable It is possible to count trained foster homes.

Attainable HSBV has been operating with approximately 120 trained homes for the past couple of years. This objective follows earlier objectives to improve the recruitment, training and retention processes—including a “buddy-type” system in which experienced foster homes provide some of the support necessary for new foster homes. With these new systems in place, increasing the number of homes by 30 is clearly attainable.

Relevant Foster care alleviates overcrowding in shelters and provides much needed special care and socialization of animals, drastically improving their chances for successful adoption. Therefore foster care is a key ingredient for 100% placement of adoptable animals.

Timed This objective was set to be accomplished by June 30, in order to capitalize on the increase in foster homes during the busy summer months. (On June 27, HSBV staff celebrated having reached 148 trained foster families!)



Be careful of time periods. If your adoption rate is 70% today, can you achieve 74% for the whole year, or only by year-end? Assuming you start at 70%, achieve steady improvement in your adoption rate and have a roughly even number of incoming animals throughout the year, you'd need to be at about a 78% adoption rate by year-end to average 74% for the whole year.



SMART Planning in Richmond, Virginia

In 2001, the Richmond SPCA (RSPCA) entered into a historic agreement with the City of Richmond to cease the taking of lives of adoptable animals city-wide by 2006. This agreement, modeled after the successful partnership between the San Francisco SPCA and ACC, involves an annual objective to reduce the number of animals put to death in the city by at least 17% for each of the six years—a milestone they exceeded in the first year—reducing deaths by an amazing 41% in 2002! As with the rest of the country, spay/neuter is essential to saving lives in Richmond. To meet the terms of their private/public partnership, the RSPCA, together with Richmond Spay/Neuter Foundation and Richmond Prevent a Litter, commits to performing 22,000 spay/neuters annually. Here's the RSPCA SMART Objective for spay/neuter:

Goal Area: Mission Activity—reach zero killing of adoptable animals city-wide by 2006.
Objective: RSPCA clinic will perform 6,000 spay/neuters annually, to include surgeries for all adopted animals and at least 2,000 free surgeries targeted to areas of greatest need.

- Specific** The objective focuses on targeted spay/neuter.
- Measurable** It is possible to count surgeries performed on adopted animals, on feral cats and on animals from neighborhoods with high kitten and puppy birth rates.
- Attainable** RSPCA has carefully calculated and dedicated the necessary resources—including clinic space and supplies, staff and volunteers—to achieve this objective.
- Relevant** To date, targeted spay/neuter has been demonstrated to be the most effective approach to reducing admissions, and reducing admissions has been demonstrated to be the most effective approach to increasing save rates.
- Timed** This objective was set to be accomplished annually for six years. (Thanks to careful planning and volunteers who help with community outreach, RSPCA is right on track with their spay/neuter objective!)

Step 4. Develop reports.

Compile monthly and year-to-date figures to compare actual results to both last year’s performance and this year’s objective. Note that if you set an objective for the full year, you may need to provide additional information to evaluate how monthly results compare to the objective. For example, in the table below, the humane society has received 40 license applications attributable to the humane education program in two months. If they stay at that level, license applications will total 240 for the year [(40 for January + February) ÷ 2 months = 20 per month x 12 months = 240]. Therefore they are currently significantly ahead of their objective to achieve 120 incremental license applications from the families of students for this year. See Chapter 1 for another sample report format.



Course Corrections

As you become more comfortable using reports, you can calculate projections for the next six months or through year-end, whichever is more meaningful. Use these projections to determine what actions to take to achieve your objectives. For example, if your fundraising efforts are estimated to fall short, you might identify special programs you want to pursue to make up for that gap. As you project more accurately over time, you will be able to make course corrections earlier.

Sample Report Format for Humane Education Program	Jan.	Feb.	YTD*	Annualized	Objective	Last YTD*	Change
IDs purchased by students who attended humane education	17	23	40	240	120	18	22
New adoptions by students who attended humane education	2	3	5	30	50	2	3
Average teacher satisfaction	90%	86%	88%	88%	90%	85%	3%
Average improvement (points) on pre/post student quiz	5.1	6.3	5.9	5.9	6.5	6.0	(0.1)
Number of students reached	60	120	180	1080	750	150	30

* Year to Date

You may choose to include additional information. For example, a report on legislative initiatives successfully passed for animals could include the number launched, estimated initial likelihood of passage, time and dollars invested and other positive impacts that may have resulted even if bills were not passed. In determining what to track, focus on gathering information key to decision-making, and avoid creating unproductive paperwork.

Simple reports of your actual results measured against your objectives help you:

- summarize activities,
- highlight problems or surprises,
- suggest causes,
- make decisions,
- promote action, and
- improve morale.



Focus

Use your objectives to stay on top of what matters in order to take action sooner to get better results for animals. This approach is especially effective in turning the attention of your board of directors to the most important indicators of your organization’s performance and away from the day-to-day details of your activities. Additionally, foundations are increasingly requiring quantified objectives from applicants.

Step 5. Monitor and manage.

Reports don't make things happen. You, your board and your management team must assess the results and determine next steps. To use your objectives most effectively, communicate them clearly and frequently to all personnel.

Use reports to help everyone evaluate progress and as a starting point to raise thoughtful questions for planning. Your management meetings should identify where you are achieving your objectives and where you are not.

- Celebrate your achievements!
- Analyze your achievements to understand what strengths and opportunities you are particularly good at mobilizing.
- Analyze where you are falling short of your objectives—with an eye toward how you could use your strengths to get back on track.

Setting objectives is the part of effective management which focuses you and your team on your most important outcomes and the actions you will take to achieve them.



No blaming in these meetings! The purpose of analyzing your results is to promote learning so that you and your team can become better at both planning and achieving. To run effective meetings:

- set agendas with clear topics and timeframes;
- set some basic ground rules such as: come on time, come prepared, share ideas for solutions, listen, work towards group understanding and consensus, be positive;
- include time for a little fun and celebration (think positive reinforcement); and
- take notes to document your action steps, including *who* is responsible for *what* and by *when*.



For information on nonprofit outcome measurement visit www.scvo.org.uk/Research/reports/ (click on Measuring Impact—A Guide to Resources); *Are “Do-gooders” Really Doing Good?* speaks to measuring outcomes at www.cnmsocal.org/AboutNonprofits/Article6.html.

Chapter Nine

Show Me the Money—Feasibility Study



Study Leads to Exciting New Strategy in King County, Washington

In January 2000, after 32 years of operating in their 25,000-square-foot facility, the Humane Society for Seattle/King County (HSSKC) hired The Collins Group (TCG) to evaluate its potential for a \$6-million new facility capital campaign. TCG reviewed the organization's history and fundraising data, convened an advisory committee to create a case statement, and presented this case statement to the community in confidential interviews and focus groups. TCG studied organizational strengths, HSSKC's case for support, membership giving potential, organizational and campaign leadership, institutional readiness, and the local climate and timing for a campaign. They then weighed their findings against the criteria necessary for a successful capital campaign and prepared a detailed 91-page report, including the following highlights:

Conclusions

While HSSKC was not ready to launch a campaign immediately, it had a lot of potential. Recommendations were designed to build on three key strengths: (1) broad base of support—an outstanding number of volunteers and donors; (2) positive name recognition—very well known locally and strong national reputation; and (3) emotional attachment—people care deeply about their pets and helping animals.

Recommendations

Shift from a focus on a new building to strengthening institutional capacity. TCG's suggestions for a successful future course included: (1) articulate a vision and determine community need; (2) explore options to achieve the vision; (3) decide whether to prepare for a capital campaign or sell land reserves; and (4) invest in a stronger commitment (more staff) for development.

HSSKC CEO Nancy McKenney acknowledges that it was initially hard to hear the news that they weren't ready for a capital campaign. In hindsight however, McKenney thinks the organization is much stronger thanks to the direction the study provided. Since 2000, HSSKC launched a new strategic planning process, revised their mission, and developed their own distinct messages and "brand" with pro bono help from a local PR firm (which included dispelling the myth that HSSKC is "just a shelter"). HSSKC also launched a year-long media campaign, and began preparations in June 2003 for a community-wide needs assessment.







The two most beautiful words in the English language are "check enclosed."

—Dorothy Parker

Show Me the Money—Feasibility Study

What is it?	A financial feasibility study evaluates whether your community will fund your initiative, and at what level.
Why do it?	You want to know that your community will support a major project and that you can afford one—before you commit major resources of time, energy, and money.
When?	<ul style="list-style-type: none"> • before launching a new organization or major initiative • as soon as preliminary building plans and estimates are done—but before you’ve committed to the project • in preparation for coping with the loss of a major source of revenue • when assessing how accurately you are forecasting revenue
How?	<ol style="list-style-type: none"> 1. Calculate your costs. 2. Assess earned revenue potential. 3. Interview prospects. 4. Scope the campaign. 5. Determine readiness.

Key

	Ahead of the Pack
	Caution
	For More Info
	Example
	Food for Thought
	Hint

Step 1. Calculate your costs.

If you are evaluating a program or service, include:

- Staff Expenses: wages, taxes, benefits, uniforms, professional development
- Overhead Costs: space, utilities, accounting, insurance, technology, equipment, vehicles
- Operations Costs: office supplies, animal care and cleaning supplies, food, veterinary fees, medicine and medical supplies, toys and training supplies, other consumables

If your project is a new building, you will need to include:

- Building Costs: property, design, site preparation, building materials, construction, construction management, loans and financing, fundraising
- Projected Operations Costs (estimated for the first three to five years in the new facility): staff and related expenses, professional costs (insurance, legal, accounting, consulting), building overhead, program operations

Step 2. Assess earned revenue potential.

How much will your clients (customers) pay? Get input from other humane organizations that provide similar services, check out the prices your local competition has set, and ask a representative sample of your intended clients what they think of your proposed fees and how likely they would be to pay them. Calculate a best case/worst case projection of earned revenue potential using the Feasibility Summary on pages 107-110.

Step 3. Interview prospects.

Identify your prospects (potential major donors) including foundation officials, your current major contributors, and other possible sources of funding. To assess their interest and potential support for your program, provide your prospects with a brief, articulate description of the program and a summary of the evidence that proves the program is needed. (Who, what, when, where, why, how?)



Put your volunteers' words to work for you!


At the Massachusetts SPCA, Phinney's Friends Program Director Nancy McElwain writes foundation proposals using quotes like this one from a volunteer to inspire funders with a vision of positive outcomes: "Without a doubt, the particular people and images that come to mind that represent Phinney's Friends are the images of the expression of clients' appreciation and gratitude. The high points are knowing that the clients have a sense of security that their pets are being looked after on a consistent basis by volunteers who truly have a love for animals in general and a love for their pets specifically. The benefits are twofold—Phinney's helps the animals, as well as the clients, to maintain the bond."

Ask your prospects for feedback using the questions below as a guide. Document what you learn. Consider whether it's appropriate to adjust your plans based on feedback from your prospects.

- What excites you about our vision and goals?
- How familiar were you with the need prior to reading our proposal? How well do you think our project will maximize community resources to meet the need?
- What do you see as critical to the success of this endeavor? How viable do you see this endeavor? Why?
- How supportive would you be of this endeavor? If we were to begin a fundraising campaign for this project in the next six months, at what level would you see yourself participating?
- Who else do you think we should talk with/get feedback from?



You may be ready... but are they? Often a feasibility study indicates the need to do more "donor education" about the necessity of, and potential for, your project before you launch a campaign.

 **Obtain input from a broad cross-section of your support base.** A simple and friendly member survey can help test the readiness of your membership for a capital campaign and double as an educational tool to make them aware of the need for your project and your services. Adapt the following questions to suit your needs and your audience, and present them in a simple-to-follow format along with a personalized cover letter and return envelope.

NEW HUMANE CENTER PLANNING SURVEY

Part I: To help us learn about our supporters

1. How long have you lived in this area? _____
2. How long have you supported this humane society? _____
3. In what ways do you support this humane society (check all that apply)

<input type="checkbox"/> mail-in donations	<input type="checkbox"/> Internet donations	<input type="checkbox"/> pet food donations	<input type="checkbox"/> volunteer
<input type="checkbox"/> adopt	<input type="checkbox"/> attend training classes	<input type="checkbox"/> purchase supplies	<input type="checkbox"/> refer people for adoption
<input type="checkbox"/> refer people to training classes	<input type="checkbox"/> other: _____		
4. Are you male female? How many people live in your home? _____
5. What is your age range? 18-29 30-39 40-49 50-59 60-69 70-79 80 and up
6. How many of these pets live in your household?
 dogs_____ cats_____ rabbits_____ horses_____ other:_____

Part II: To help us know how effectively we're getting our message out

7. Did you know we care for more than XXX animals in the shelter every year? yes no
8. Did you know that the vast majority of those animals (XX%) are surrendered by their owners? yes no
9. Did you know it costs \$XX to care for each of those animals? yes no
10. Did you know that our adoption rate is among the highest in the nation at XX%? yes no
11. Did you know that we offer training classes and a behavior help line with expert advice to help people live successfully with cats and dogs? yes no
12. Did you know that we receive no government or United Way funding? yes no

Part III: To help us understand the community's perception of our current facility

13. How often have you visited our shelter during the past 3 years?
 not at all 1 to 3 times more than 3 times
14. What has been the purpose of your visit(s)?
 adopt volunteer training class special event other: _____
 did not visit at least one time
15. How would you rate the size and appearance of the spaces in our facility?
 adequate inadequate unsure did not visit at least one time
16. Did the facility allow the animals to be seen at their best?
 yes no unsure did not visit at least one time
17. Did the facility make you feel comfortable and inspire you to visit often?
 yes no unsure did not visit at least one time
18. If you have not visited, is it because you're worried it will make you feel badly? yes no unsure

Step 4. Scope the campaign.

How many gifts will you need?

How much time will it take?

Consult at least three humane organizations with similar initiatives to gauge humane society campaigns, and at least three local nonprofits of comparable size to gauge your local donor base. Use the comparison tables on pages 111 and 112.

Who will do what?

Ask other organizations for their experience and advice in identifying and working with campaign leadership. (See *Benchmarking Interviews* in Chapter 4.) Determine specifically which activities will be staff responsibilities and which will be board responsibilities. For example:

- campaign planning and management
- donor prospecting
- database management
- database input
- solicitation letters
- development calls and visits
- gift tracking and accounting
- thank you letters
- campaign communications (newsletters, campaign updates, etc.)

Will you be adding staff to fulfill these additional responsibilities, or will you be relieving existing staff of other responsibilities? In either case, the more specifically you plan, the more smoothly your campaign will run, increasing your likelihood for success.

Step 5. Determine readiness.

Assess your organization's development abilities, needs and track record.

- In the past three to five years, how accurately have you projected expenditures and revenues?
- How well have you met development (fundraising) goals? (See Chapter 10 on fiscal status.)
- Do you have people with successful campaign experience on staff? ... on the board?
- How often do you have personal contact with your donors?
- Are your major gifts and annual donations increasing both in size and numbers?
- What additional skills and expertise will you need, and how will you acquire them?

Note: If hiring a professional fundraiser, be sure to clarify your organization's expectations. See the Hints for Hiring the Right Pro, on page 106.



Protect Your Assets

It's not unusual for board and staff members who are new to development to feel intimidated by the prospect of a major campaign. However, it is rarely advisable to use endowment funds to underwrite capital initiatives. If your organization is committed to protecting your endowment, pass a board resolution to raise the money *before* commencing the project.



Associated Grantmakers of Massachusetts, www.agmconnect.org, has terrific articles for identifying and soliciting foundations; The Fund (Raiser) for Animals, www.AnimalFunding.org, created by The Fund for Animals, offers free advice and guidelines on fundraising for individuals and groups involved in animal protection; The Philanthropic Quest shows you how to identify and talk with prospects at www.appreciative-inquiry.org/AI-Fund.htm.

HINTS FOR HIRING THE RIGHT PRO*

CLARIFY YOUR NEEDS AND WANTS

- Do you need someone to evaluate the organization in terms of strengths and weaknesses for fund-development purposes?
... to help the organization identify and develop its best fundraising program assets?
... to do a fundraising feasibility study?
- Do you need someone to develop a fundraising blueprint and strategy—from friend-raising to training and supporting the CEO and volunteers?
- Does the organization need to do a lot of prospecting for new donors?
- Does the organization expect the person in this position to carry out special-event fundraising only?
- Do you desire to build an endowment?
- Do you plan on conducting a capital campaign?
- Do you expect the person to take on press/communication development as well?
- Do you expect this person to research and write grant proposals?
- Are you seeking to expand an existing program—or to start from scratch?
- Do you want a consultant—or a staff person? If a staff person, will that person have access to a consultant?
- Is your organization willing to pay for the professional you want? *Quality fundraising professionals don't have to be the most expensive. However, success doesn't come cheap.*
- Are the organization's board, CEO and other professional staff and volunteers willing to participate in development efforts? *Fund development is an organization-wide effort that cannot be delegated to one or two persons.*

ASSESS THE PROFESSIONAL

- Is the candidate a Certified Fund Raising Executive (CFRE)? *This designation does not guarantee the person is a good fundraiser; it certifies s/he is knowledgeable about the field and agrees to follow certain ethical guidelines.*
- Does the candidate have personal passion about your mission? *The more passion a person brings, the better the chances of success.*
- Does the candidate “click” with the people with whom s/he will be working? *Fundraising requires good, close working relationships with people in all levels of the organization. The CEO, board, professional staff, and shelter staff will all need to be able to work with this person. Include some or all of them in the interview process.*
- What type of clerical/professional support can you provide for this position? *Be very specific. Search for a professional who has not only the development skills you have identified, but the clerical or other skills you cannot support through other staff. If s/he needs computer skills to set up and run the development software, identify that skill as a prerequisite before you hire the person.*
- What is her/his track record with other organizations and in communities like yours? How enthusiastic are her/his references from former clients? For which activities (see needs and wants questions above) does the person earn high marks?

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FEASIBILITY SUMMARY

Part One: Costs

		Year One	Year Two	Year Three	Year Four	Year Five
PROGRAM EXPENSES	Staff expenses					
	Overhead					
	Operations					
	Total program costs					

or

CONSTRUCTION EXPENSES	Property					
	Design					
	Site prep					
	Materials					
	Construction					
	Construction management					
	Contingency					
	Financing					
	Fundraising					
	Total new facility costs					

and

OPERATIONS EXPENSES	Staff expenses					
	Overhead					
	Operations					
	Total operations costs					

Part Two: Earned Revenue Potential

Best case scenario					
Worst case scenario					
Average					

continued

Part Three: Likely Capital Support

(As indicated in interviews, focus groups, and surveys with donors, foundation officials, and members.)

	# Indicated	Size of Gifts	Conditions or Other Information
Lead gifts			
Major donations			
Gifts in addition to regular donations			
Gifts in lieu of regular donations			

Part Four: Campaign Scope

Based on your comparisons with other humane and local organizations...

Who will you approach to lead the campaign and what will be this person’s role and responsibilities? _____

What will you need for a lead or kick-off gift? _____

continued

How many prospects do you have for lead gifts and what have they indicated so far? _____

How many gifts will you need in each level of giving? _____

How long will the campaign take? _____

Part Five: Organizational Capacity

	Who Is Responsible	Training Required	Plan and Timing for Training
Campaign planning & management			
Donor prospecting			
Database management			
Database input			
Solicitation letters			
Development calls & visits			
Gift tracking & accounting			
Thank you letters			
Campaign materials			
Campaign communications			
Who will solicit for the campaign?			

continued

CAMPAIGN COMPARISON SURVEY—HUMANE ORGANIZATIONS

	COMPARISON ORGANIZATION #1	COMPARISON ORGANIZATION #2	COMPARISON ORGANIZATION #3
Size of campaign (dollars)			
Length of campaign (months)			
Campaign leadership			
Leadership responsibilities			
Board responsibilities			
Board time on campaign			
Staff responsibilities			
Staff time on campaign			
Avg. no. of calls/donation			
Number & size of lead gifts			
No. gifts \$100,000+			
No. gifts \$50,000 to \$99,999			
No. gifts \$20,000 to \$49,999			
No. gifts \$5,000 to \$19,999			
No. gifts \$1,000 to \$4,999			
No. gifts \$500 to \$999			
No. gifts under \$500			
Other details			

CAMPAIGN COMPARISON SURVEY—OTHER NONPROFITS

	COMPARISON ORGANIZATION #1	COMPARISON ORGANIZATION #2	COMPARISON ORGANIZATION #3
Size of campaign (dollars)			
Length of campaign (months)			
Campaign leadership			
Leadership responsibilities			
Board responsibilities			
Board time on campaign			
Staff responsibilities			
Staff time on campaign			
Avg. no. of calls/donation			
Number & size of lead gifts			
No. gifts \$100,00+			
No. gifts \$50,000 to \$99,999			
No. gifts \$20,000 to \$49,999			
No. gifts \$5,000 to \$19,999			
No. gifts \$1,000 to \$4,999			
No. gifts \$500 to \$999			
No. gifts under \$500			
Other details			