

HART for Animals Strategic Plan

December 2022



Overview

- A subcommittee of the HART Board convened on November 19, 2022 for a 4-hour Strategic Planning working session (see the meeting agenda on Page 2 of this report)
- Attendees included Jennifer Meyett-President, Ann Horton-Secretary, Dr. Sherman Canapp, Tina Orndorff, Joe Zamoiski, and Paula Yudelevit-Executive Director
- Committee members reviewed updated operational and financial reports, presented by the HART Executive Director and Treasurer, as well as the prior Strategic Plan and a poll of the HART Board that was conducted the week prior
- After the review, the Committee conducted a SWOT analysis, identified organizational Focal Areas, and established recommended organizational Goals for 2023 and beyond
- The Plan requires HART Board review and approval
- Once approved, the Plan will be on the agenda of every Board meeting, with updates from responsible individuals
- Toward the end of 2023 the Plan will be updated depending on the status of the approved Goals, to add activities and 2024 deadlines

Strategic Planning Session Agenda



HART Strategic Planning Session
November 19, 2022 – 12:00 PM - 4:00 PM
Location: HART for Animals

Agenda

1. Opening of Session & Lunch (30 min) Group
2. Review of Plan & Objectives of Session (5 min) Ann Horton, HART Secretary
 - a. Objective – to develop broad goals for HART
 - b. All Ideas & Opinions are Valued
 - c. Parking Lot for Future Consideration
3. Round Robin – Why HART? (10 min) Group
4. Mission Review (10 min) Group
5. HART Strategic & Operational Plan Model (10 min) Ann Horton
6. *Break (10 minutes)*
7. Inputs (30 minutes):
 - a. Operations Review (10 min) Paula Yudelevit, ED
 - b. Financial Review (10 min) Shannon Book, Treasurer
 - c. Review of Board Poll (5 min) Ann Horton
 - d. 2020 Strategic Plan (5 min) Ann Horton
8. *Break (10 minutes)*
9. SWOT Analysis Exercise (15 min) Group
10. Identification & Consensus on SWOT Themes (10 min) Group
11. Review of SMART Goal Guidelines (5 min) Ann Horton
12. Development of Goals by Theme (30 min) Group
 - a. Identify 2-4 goals for each SWOT theme
13. *Break (10 minutes)*
14. Review (15 minutes) Ann Horton
15. Discussion, Modifications, and Consensus Vote (15 min) Group
16. Conclusion of Session Ann Horton

SWOT Analysis

A silent SWOT analysis was conducted to ensure independent and thorough contribution by the members. Items included by multiple Committee Members are indicated with an asterisk, and become the Focal Areas featured in the next section of this Plan.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Mission of HART* • Organizational brand/reputation* • Executive Director* • Board of Directors* • Future is unlimited (HART 2.0) • Bed 'n Bark • Successful events 	<ul style="list-style-type: none"> • Limited funding/revenue / sponsorships / grants* • Some Board Members are inactive / unengaged* • Costly building / physical plant* • Aging business model / programs expensive* • Limited veterinarian resources • Board fundraising is not robust* 	<ul style="list-style-type: none"> • Financial sustainability through new revenue sources, grants and sponsorships* • Board engagement on committees & fundraising* • Increase efficiencies* • Increase vets and volunteers • New event & service ideas/concepts* 	<ul style="list-style-type: none"> • Other veterinary clinics • Weather impacts revenue • Recession / economic fluctuations* • Turnover among leadership and staff*

Themes

The Committee then discussed the SWOT analysis in detail, and identified the following theme areas for Strengths, Weaknesses, and Opportunities (it was noted that Threats either could not be mitigated or could be mitigated by the opportunities)

Strengths	Weaknesses	Opportunities
<ul style="list-style-type: none">• Brand / Mission• Board• Staff	<ul style="list-style-type: none">• Building• Board Engagement• Corporate Sponsorships / Fundraising• Economic Stability	<ul style="list-style-type: none">• Board Engagement• Fundraising (includes Corporate Sponsorships & Grants)• Financial & Operational Efficiencies & Improvements

Strategic Action Plan 2023 / 2024

Focal Area	Goals	Timeframe	Responsible
Board Engagement <i>Vision: A fully engaged board by the end of 2023</i>	1. Board Committee Meetings Scheduled for 2023	1Q-23	Board Chairs
	2. Every Board Member sits on a Board Committee	1Q-23	President & Secretary
	3. All Board Members participate in Friends of HART at any level	2Q-23	ED & President
	4. Every Board Member has an office or Committee chair/co-chair role	3Q-23	President & Secretary
Fundraising & Revenue Stream Enhancement <i>Vision: >\$500,000 in supplemental income to support the HART Mission</i>	1. Explore & consider alternative / innovative revenue streams such as vet techs, on-line sales & more	2Q-23	ED & Dr. Canapp
	2. Obtain a minimum of 3 corporate sponsorships in 2023	4Q-23	Fundraising Committee
	3. Identify a grant writer or grant support resource organization	2Q-23	ED & Secretary
	4. Evaluate 2-3 new events to add or replace in 2023/2024	4Q-23	ED (ideas to come from Board)*
Financial & Operational Efficiency <i>Vision: Streamlined operations that increase revenue and reduce expenses</i>	1. Complete an expert financial analysis	1Q-23	Dr. Canapp
	2. Complete an expert operational efficiency analysis	2Q-23	Dr. Canapp
	3. Make recommendations to the Board for improvements	August 2023	Dr. Canapp & ED
	4. Raise Bed 'n' Bark Fees in 2023	January 2023	ED
	5. Add a vet in 2023 & find additional exam/surgical room space	4Q-23	ED
	6. Consider maximizing the use of vet techs/vet assistants	3Q-23	ED & Board

*Initial ideas include a concert, vet conference, golf event, and open mic at Moonshadow

Next Steps

1. The HART Board needs to modify and/or approve the Strategic Plan
2. HART Committees will review the Goals in their meetings, as appropriate, and develop strategies to achieve the goals they have been assigned
3. The HART Secretary will track and report progress toward goals in 2023 and beyond
4. The HART Board will review and discuss progress toward the Goals in each quarterly Board meeting
5. A presentation of progress toward completion of the Goals will be made in the November 2023 Annual Meeting
6. A subcommittee will convene again in November 2023 to re-evaluate the plan and develop updated goals as needed