



Strategic Plan

2016 - 2021





Mission Statement

Pacific Cove Humane Society is dedicated to the humane care and responsible adoption of homeless companion animals in Coos County. Through an active program of public education, we promote the compassionate treatment of animals, with spaying and neutering the key means of eliminating animal overpopulation and unnecessary euthanasia.

Pacific Cove Humane Society
P.O. Box 361
North Bend, Oregon 97459

Contact: 541-756-6522

<http://www.pacificcove.org/>

Prepared by:

Shoji Planning, LLC
P.O. Box 462
Coos Bay, OR 97420
Phone: 541-267-2491

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Appendix: Document Under Separate Cover

Appendix A: Phased Plan for Facility Development

Appendix B: Example Action Planning Worksheet



About Pacific Cove Humane Society

Pacific Cove Humane Society (PCHS) is a 501(c) (3) nonprofit public benefit corporation, described in the bylaws as a “non-member” organization. PCHS gained tax-exempt status in 2001, and has progressed forward in carrying out its mission in Coos County and the surrounding region. PCHS has purchased a centrally located “facility” with city services that is to be remodeled for use as an animal adoption center. It is centrally located within the City of Coos Bay, the largest community within Coos County. The organization now owns this facility outright with no debt or mortgage.

PCHS is a stable volunteer organization that operates through general donations from supporters, donations from adoptions, and fundraising activities. The organization has no staff, so success is dependent upon Board members and other volunteer supporters. Teamwork is evident, with all who are involved exhibiting passion for the mission of the organization.

Through the People to People program, PCHS arranges and facilitates the placement of companion animals in foster care, if necessary, until a permanent forever home is found. These placements and adoptions involve specific processes including, but not limited to the surrender of the pet to PCHS, a filing of an adoption application by the prospective adopter, and a home inspection. Spaying/neutering is required before the final adoption. The process concludes with an adoption donation to PCHS.

Popular established core activities include Bite of the Bay, Santa Paws and the organization’s designation as a beneficiary of Coos Bay Wine walk. PCHS partners with allied organizations, including, but not limited to businesses that provide products for animal care, professionals such as veterinarians, organizations that involve themselves in animal welfare, and youth educational and social groups for building successful events.

The Pacific Cove Humane Society Facebook site provides pet profiles and pictures to communicate with the public. The PCHS web site at www.pacificcove.org provides information about opportunities for adoptions, volunteering, events, and donations. The PCHS newsletter shares information and provides connections, and local media is supportive. Supporters and donors have been increasing over time.

PCHS follows their Bylaws, updating them as needed, and registers annually with the Secretary of State Corporation Division, as required by the State of Oregon. At this time, the organization utilizes the services of a CPA who prepares financial information.

PCHS maintains comprehensive liability insurance to protect volunteers, including specific insurance to protect board members. In addition, the organization obtains a City of Coos Bay business license annually as is required by City ordinance. PCHS is a member of the local Bay Area Chamber of Commerce, where the organization benefits from local business connections and is included in Chamber publications.

A number of PCHS programs and services contribute to animal welfare within the community. The organization educates and advocates for spaying and neutering animals, and provides opportunities for access to affordable services.



Strategic and Facility Planning

PCHS developed its first strategic plan in 2002 with the assistance of Shoji Planning, LLC. This plan was based upon models involving analysis of strengths, weaknesses, opportunities and threats (SWOT Analysis), of the internal organization and the community as a whole. Many of the goals and action steps have been completed, and the vision has changed over time. At this time, the organization has purchased a dwelling that can be renovated for their new facility. Money needs to be raised to develop the facility that is envisioned to serve as the home to carry out the PCHS Mission. It is time to develop strategies to make this happen. The Ford Family Foundation awarded a grant to complete this new plan in 2016-17, and PCHS is grateful for this support.

In 2016 and 2017, Shoji Planning, LLC worked with the organization to develop a new SWOT Analysis. The group also participated in methodology set forth in *Nonprofit Sustainability, Making Decisions for Financial Viability* by Jeanne Bell, Jan Masaoka and Steve Zimmerman, a resource provided to Shoji Planning, LLC by the Ford Family Foundation. This model provides examples for analysis utilizing matrix mapping to interconnect mission impact and financial sustainability. Elements have been utilized to develop this plan for a

sustainable future by defining core mission activities, and recognizing the need to break down fundraising activity expenses to provide the means and confidence to grow the organization.*

Facility phasing has been ongoing. The organization now owns a facility and has received City of Coos Bay planning approvals with conditions for compliance as PCHS proceeds with a full fledged facility for dogs and cats at the new Vine Street location. The facility has been planned utilizing the expertise of Lon Samuels, AIA who has donated his services to assist with this project. With Mr. Samuels' guidance PCHS will utilize a phased development plan, focusing on specific elements to build momentum and complete the much-needed facility. Phased planning concepts have been incorporated as an addendum to this plan.



Planning Participants 2016-17

Board Members

Kate Sharples, President
Meri Kahl, Vice President
Claudia Moore, Treasurer
Cap Sharples, Secretary
Carolyn Potts Metzker, Director

Advisory Committee Members

Marie McKeeman, Volunteer
Shelley Nasby, Volunteer
Tom Burdett, Volunteer

Crystal Shoji, AICP – Facilitator / Planner
Lon Samuels, AIA - Architect

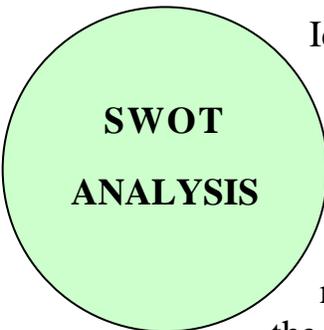
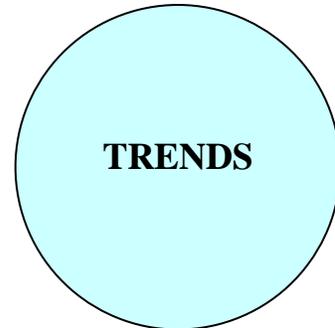
**This project was funded by friends and supporters of PCHS. The Board is grateful to the Ford Family Foundation for their support for strategic planning, which has helped provide an opportunity to focus on the future.*



Where Are We?

During strategic planning, participants identified societal trends that affect PCHS. These trends CAN affect the way that the community interacts with PCHS, and ultimately how PCHS carries out operations, programming and fundraising. All of these trends are pertinent as PCHS works to build the volunteer base and financial support.

- The public is exhibiting more concern about animal treatment.
- Volunteers are harder to find.
- Volunteers commit for shorter periods – more task oriented.
- Families are investing time and money on pets.
- Young people have more commitments.
- Young people are not getting involved.



Identifying strengths and assets, vulnerabilities and challenges, opportunities and threats is a way of looking at the organization and how it can help build a stronger community. By performing the SWOT, participants find the “fit” for the future of the organization. As a result of Board participation, the SWOT provides a glimpse of the resources and capabilities of the organization. It shows how the organization fits into the community, and ways that the organization can best provide service to the community. Participants identified the following:

Strengths and Assets

- Our adoption coordinator and other volunteers.
- Great teamwork.
- Love and caring for animals.
- Many community supporters.
- Sustaining organization that has been working for sixteen years.
- No debt.
- A framework in place for developing the current facility.

Weaknesses and Liabilities

- Board is small and there are slots to fill.
- Board is not diverse.
- Not enough volunteers
- Lack of staff.
- People losing patience for a new facility.

Opportunities

- Develop a program with timelines, phases and tasks for opening our facility.
- Gain support through a capital campaign.
- Work with partners and allies to increase support for all.
- Invite service clubs, the Egyptian Theatre and others to partner in fundraising for the new facility.
- Further define and prioritize projects through budgeting by highlighting expense categories for projects.
- Clarify the necessary expenses for fundraising (i.e. grant assistance, grant match).
- Focus on phasing in projects.
- “Grow” the organization by adding staff.
- Determine how to recognize donors and build the donor base.

Threats

- Lack of funding.
- Lack of volunteers.
- Public perception that nothing is happening.
- Insufficient Board membership.



Where Do We Want To Be?

Five-year Strategic Plan

At this time, PCHS is eager to take the next step to build the organization, volunteer base, and revenues in order to develop the PCHS facility through phasing. It is recognized that some level of staffing is essential. The goals of the organization have been consistent since the organization began in 2001.

A building for the future facility was purchased in 2014-15, and planning approvals with conditions were granted by the City of Coos Bay. At this time it is important to build momentum to complete the facility so that it can be utilized. It is also important to begin to involve paid staff if the organization is to grow and increase capacity. This can only be completed through phased implementation where the organization develops the facility and staffing concurrently. To accomplish this, the support base must expand.

This strategic planning effort is an opportunity to envision the future of PCHS by looking at interrelated problems and opportunities of the organization. Long-range goals are pertinent, but plans and visions will continue to evolve as the organization moves forward. This plan is intended to be a living document that guides the organization, and accommodates new opportunities that arise.

Long Range Vision

The long range vision of PCHS is to have a welcoming identifiable functioning shelter facility to serve the region. This will provide the opportunity for dogs and cats to stay at the facility while waiting for adoptions. The facility will operate with a combination of staff and volunteers. Compassionate and informed caregivers will be essential to attracting those who need services, and those who can financially assist in helping the organization sustain and grow services.

Services will include animal welfare, education, intake, foster care, adoption, and pet training and socialization. Specific areas of expertise will be needed. For example, PCHS will seek a volunteer or staff member with expertise and patience to work with animals that have behavior problems.



Strategies: How Do We Get There?

I. Develop the Organization

- A. Seek to expand Board participation and influence.
 - a. Identify individual Board member strengths and areas where specific experience and expertise could enhance the Board.
 - b. Identify and assign areas of leadership for Board members including but not limited to recruitment of volunteers, preparation of a Power Point and video messaging, presentations to the public, event supervision, financial oversight, and more.
 - c. Organize Board training and orientation.
 - d. Assure that the Board as a whole maintains oversight so that messaging to the public is ongoing, consistent and coordinated.

- B. Maintain and grow volunteers, supporters and donors.
 - a. Build on the teamwork that has been a basic building block for the success of the organization.
 - b. Recruit volunteers with a diversity of experience including business leadership.
 - c. Provide opportunities for task-oriented participation that does not require a long-range commitment.
 - d. Provide orientation, training, oversight, and recognition for volunteer success.
 - e. Combine volunteer recruitment and prepare task descriptions to carry out specific elements of fundraising, and specific event activities to build momentum and impact, while getting the facility up and running.
 - f. Involve families by providing volunteer tasks for youth.
 - g. Work with youth organizations such as Eagle Scouts that seek projects.
 - h. Build the donor base.
 - i. Provide opportunities for donor recognition.
 - j. Utilize Face book networking, and work with all media.

II. Update Procedures

- A. Reorganize financial procedures.
 - a. Reduce expenditures for annual audits; determine frequency and circumstances for annual reports and audits prepared by a CPA as needed to protect the organization.
 - b. Create a standing committee or “audit task force” along with policies for financial reviews by determining the “who, what, when and where” for internal financial reviews.
 - c. Revise budgets and financial statements to grow the organization as discussed in this document under the Strategy V, “Merge Programming and Financial Management for Sustainability” which proposes allocating sometimes hidden but true costs to fundraising activities.

- B. Amend the Bylaws as needed to guide the organization.
 - a. Consider whether levels of sponsorship in the bylaws are useful in fostering recognition for donors.
 - b. Revise term limits for Board Members.
 - c. Develop a policy and plan for monies that are donated in the event that PCHS terminates the organization or merges into another organization.

III. Tell Our Story!

- A. Continue to build community partnerships for animal welfare, education, fundraising, and PCHS programs.
 - a. Assist organizations that have allied missions to make connections and request allied organizations to assist PCHS. Examples include dog park enthusiasts, youth 4-H dog or small domestic animal clubs, animal welfare organizations, Coos County Animal Shelter and others.
 - b. Work with organizations that do not have animal-related missions in the community to build on community and promote the mission of PCHS, including, wine walks, Egyptian Theatre, civic clubs, businesses and youth organizations.
 - c. Educate and build excitement with the public about PCHS, their mission, and the community need for a facility.

- Develop a video and a Power Point to tell the story and promote the vision.
- Identify individuals to speak at local clubs and organizations.
- Continue to utilize and enhance social media connections.
- Organize for and utilize opportunities to educate and involve youth in hands-on activity.
- Be involved with the media.
- Continue to publish PCHS Newsletters and increase their distribution.
- Network through the Chamber of Commerce. Continue ongoing promotional activities that inform the greater public about PCHS such as setting up at businesses that sell animal products, having a booth at the Farmer's Markets in Coos County, and other.

IV. Problem Solve with Allied Organizations

- A. Work with allied organizations through facilitated discussion and planning to address community needs.
 - a. Utilize a professional facilitator.
 - b. Gather perspectives.
 - c. Determine where there are common goals.
 - d. Determine where there are gaps.
 - e. Determine whether partnering or consolidating could achieve community goals.

- B. Prepare a written agreement among organizations if determined helpful for moving forward as partners or collaborators.

V. Merge Programming and Financial Management for Sustainability

- A. Enhance core activities that carry out the PCHS mission, and fundraising activities that can best increase revenues and carry the mission simultaneously.
 - a. Core Mission Activities
 - Temporary homes
 - Adoptions

- Spay and neuter
 - Food for dogs and cats in foster homes (donated)
 - Adoptions
 - b. Fundraising Activities
 - Donations
 - Bite of the Bay
 - Grants
 - Sale of Paw print Bricks
 - Santa Paws
 - Partnering with retail for donation events and merchant rewards programs (Fred Meyer program is an example).
 - Fundraising organized around youth activities
 - Donations tied to specific business or personal recognitions
 - Other
 - c. Supportive Activities
 - Newsletter
 - Blessing of the Animals
 - Annual Meeting
 - Shore Acres Christmas Lights
 - Farmers' Market
 - Other
 - d. Maintain records of the costs and benefits of specific sites for events and activities
 - e. Consider allocating funding to staff specific volunteer management of programs and events.
 - f. Organize accounting to allocate all costs for programs and activities, building in costs for expenses, direct costs, and shared administration costs for grant writing, supplies, advertising etc.
 - g. Maintain records of in-kind donations.
- B. Phase in staffing to build capacity for events, programs and facility development.

VI. Carry out Phased Development

- A. Address facility development in phases with timelines and tasks for the completion of specific elements to be funded, working with Architect Lon Samuels, AIA. See Addendum B, Phasing Plan.
- B. Identify a construction contractor to work with PCHS.
- C. Comply with the conditions of the Conditional Use Permit approved by the City of Coos Bay Planning Commission by determining when the activities can best be carried out to accommodate ongoing construction and use, and when extensions may be needed from the City. For example, fencing has been completed, while other requirements are in the works.
- D. Plan for asbestos testing and any necessary removal, kennels, signage, equipment, and furnishings that will be needed as the organization develops the facility through the phases.
- E. Target all methods of fundraising for developing facility elements:
 - a. Personal contacts with selected donors, including individual and business contributions, gift donations from retail business sales, and recognitions for donors.
 - b. Fundraising events.
 - c. Grants.
 - d. Partnership activities.
 - e. Identify strong fundraising leader(s) to be the face of the specific phases for promotion, and tell the story with testimony, utilizing all media, social media and personal presentations.
 - f. Organize specific fundraising around youth activities.

VII. Utilize and Maintain the Strategic Plan

- A. Recognize the Strategic Plan as a living document.
- B. Review Strategic Plan strategies annually to determine progress.
- C. Carry out organizational “action” planning to assign tasks and responsibilities among volunteers. See example Action Planning Worksheets, Appendix B.
- D. Update the Strategic Plan when goals have been completed or when there has been a change in direction.