



Potter League for Animals

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- **STRATEGIC**
- **FRAMEWORK and**
- **FY2017, FY2018, FY2019**
- **STRATEGIC PLAN**
- (Planning to begin January 1, 2016)
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Approved March 15, 2016

Potter League Strategic Framework

Mission Statement

As the heart of a humane community and in partnership with that community, the Potter League for Animals is dedicated to making a difference in the lives of animals. We promote the humane treatment of all animals and provide shelter and care for lost or unwanted companion animals. Through education, commitment to a standard of excellence in the care of animals, and fostering relationships between people and animals, we enhance the animals' lives and enrich the human experience.

Impact Statement

In fulfilling its mission, the Potter League will bring about the following positive change:

- A community that is aware, knowledgeable and engaged in the welfare of its animals.
- Healthy, well-adjusted animals that find trusted homes and satisfy the community's desire for companion animals.
- A community committed to a standard of excellence in the care and humane treatment of animals across the State.
- A partnership of animal welfare agencies and other community organizations that work together, share resources, and combine influence to protect animals and address animal issues throughout the State.

Core Values

Core Values help to clarify rights and obligations and articulate an unmistakable minimum standard of conduct. Values help to make up for human frailty by guiding the individual on what conduct is acceptable. Values provide a basis for doing principled reasoning and making ethical decisions. To assist in our mission the Potter League for Animals fosters these core values:

Accountability

As a nonprofit animal welfare organization, we adopt industry best practices to create programs to meet the needs of the animals and are accountable to those working at the Potter League and

in animal welfare, to the communities we serve and to the collective impact we seek to make. We take pride in being an "animal first" organization.

Humane Care

We believe all living creatures should be treated with respect and dignity. We strive to provide for the physical and psychological needs of animals which may include a humane and dignified death for animals. We extend the same principles of caring and compassion to the people with whom we interact.

Collaboration and Respect

We believe in respectful discourse no matter how challenging the issue or however strongly we believe in our individual opinions or organizational values. We believe that we become informed when we are open to diverse perspectives, assume the best in other's intent, and that respectful discourse will, in the end, lead to better decisions.

Transparency

We earn the respect and trust of all those in our community because we act honestly and are clear in our intent to address the issues and challenges associated with animal welfare through open dialog and engagement of diverse perspectives. We communicate consistently, truthfully and with integrity inside and outside of the Potter League. In this way we can advance in the best interests of the animals, their caregivers and the community.

Community

We believe that every donor, staff member and volunteer has something of value to contribute to the richness of the animal welfare community, and that each individual should feel welcomed, included and appreciated for their experience and perspective. As the community's animal resource and education center, we work thoughtfully with everyone.

Operations

We work to support an internal environment that fosters new ideas and different perspectives. We function with a spirit of adaptability and a willingness to change. We invest in talented and passionate staff and volunteers, commit to their training and continued development, and we foster an environment where they can let their creativity thrive.

Stewardship

We operate the Potter League as diligent stewards of the resources our donors and funders contribute. We strive for the greatest efficiency in our operations so that we may focus on the development of programs and services that provide value to our community. We are also committed to environmental stewardship through the use of best practices as we work toward a sustainable future. Our overriding goal is to ensure that we operate as an ethical company. We consider the concept of Do the Right Thing a core value in every decision we make.

Strategic Goals

Outreach and Influence

Strategic Goal 1: The League is viewed as a community asset and expert resource for animal needs and issues, and influences a standard of excellence in the practice of animal welfare statewide.

Programs and Services

Strategic Goal 2: The League delivers or partners with others to meet the full range of the community's animal needs with programs and services that are accessible to all segments of the population.

Fundraising

Strategic Goal 3: The League employs a robust mix of strategies to tap a broad base of support, and provides a donor experience that deepens the commitment to the League and the community's animals.

Sustainability

Strategic Goal 4: The League builds and sustains the human and financial capacity to provide ongoing leadership and support to meet the changing needs of the community and the organization into the future.

Internal Operations

Strategic Goal 5: The League supports the ongoing development and maintenance of both a comprehensive risk management program and a compensation program to protect and reinforce the organization's commitment to its long term goals.

Strategic Issues

Fiscal Years 2017, 2018, 2019
August 1, 2016 – July 31, 2019

To achieve the Strategic Goals for the FY17, FY18 and FY19 the planning cycle will begin in January 2016, and targets will be set and resources devoted to the following strategic issues:

Outreach and Influence

- Leadership for Change in Animal Welfare
- Community Outreach
- Collaboration
- Communication
- Potter League Image and Brand

Programs and Services

- Service Enhancement
- Management of Cat Population and Other Challenging Animal Issues

Fundraising

- Fundraising and Revenue Strategy
- Donor Relations and Cultivation

Sustainability

- Human Resource Capacity and Succession
- Board Development and Effectiveness
- The Shelter Business Model
- Measurement of League Impact and Success

Internal Operations

- Risk Management Assessment
- Compensation Plan Assessment