



# STRATEGIC PLAN 2023-2028

# INTRODUCTION

Since 1913, the Tulsa Society for the Prevention of Cruelty to Animals has made a significant impact in the lives of animals and their human companions in the greater Tulsa area. In early 2023 we began a process to examine our services, outreach, and focus to develop a strategic plan that will guide the organization for the next five years.

As we look forward, we will build on our accomplishments and face challenges presented by new realities - challenges that will stretch our mission and services in new and exciting ways. A strong strategic plan helps an organization plan for the future, respond to opportunities, and deepen a commitment to a core mission. This Strategic Plan, focused on obtaining actionable progress, is the result of a six-month process, with valuable input from the Board of Directors, Staff, Volunteers, Community Partners, Veterinarians and Donors.



Improve the  
lives of dogs  
and cats,  
and their  
human  
companions.



# OUR VISION

By 2028, through community engagement, the rate at which dogs and cats in the Tulsa area are abandoned, neglected or unnecessarily euthanized will be reduced.

## CORE VALUES



Teamwork



Stewardship



Public Education  
and Outreach



Compassionate  
and Humane Treatment  
of Animals



Animal-Human  
Bond

**Teamwork:** We believe in the power of teamwork and positivity, both internal and external, in achieving our common goals. Practicing respect, empathy, honesty and assuming good intentions will allow us to progress further as a team.

**Stewardship:** In addition to meeting the minimum legal and financial standards for nonprofit organizations, we believe our responsibility demands we keep our mission at the forefront of our decision making. We will ensure impact optimization through transparency, effective use of resources, and being true to our high professional standards.

**Public Education and Outreach:** We believe education and outreach are key to long-term improvements in animal and human lives. Through active and compassionate listening to our community, we aim to identify where the needs are so we can be a non-judgmental resource where understandable and forward-thinking information is easily accessible to all willing to participate.

**Compassionate and Humane Treatment of Animals:** In all program aspects, we will ensure compassionate and humane treatment of animals is our primary concern. Following Fear Free® principles in our interactions with animals, adherence to the Five Freedoms model, staying up to date on animal welfare practices, and keeping our capacity for care in mind are aspects we consider core to this value. Additionally, reserving personal judgment and prioritizing facts and compassion is key. This includes the ability to acknowledge when humane euthanasia is the best option.

**Animal-Human Bond:** We believe the benefits between animals and humans flow both ways, thus the size of your bank account should never determine your ability to experience the love and companionship of an animal. Meeting people where they are and providing resources to strengthen the animal-human bond is critical. These resources include: access to affordable veterinary care, removing adoption barriers, and other tools to help keep animals and humans together.





# STRATEGIC ACTION PLAN PROCESS

Tulsa SPCA's expectation for the Strategic Planning process was to develop a plan with specific and measurable action steps to advance towards the endstate goals of each pillar. This plan is a product of months of work by our Stakeholders Group, a committee comprised of senior leadership, members of the Board of Directors, volunteers, and community members. The Stakeholders Group was responsible for determining the main areas of focus (the Pillars), defining the goals under each of those, and collaboratively developing the action steps associated

with those goals. An outside consulting firm, The Killoe Group, was used to facilitate conversations and guide the Stakeholders Group in developing a plan that was actionable, attainable, and would grow the Tulsa SPCA in a visionary direction as articulated by the group. We sought input and feedback from staff, members of the Board of Directors, and volunteers early in the process to ensure that the vision for the next five years for the Tulsa SPCA would be addressing both organization and community needs.

## STRATEGIC PILLARS



**PILLAR ONE: PREPARE THE ORGANIZATION FOR THE FUTURE**



**PILLAR TWO: EXPAND AND SUPPORT COMMUNITY PARTNERSHIPS**



**PILLAR THREE: EDUCATE THE COMMUNITY ABOUT ANIMAL WELFARE**



**PILLAR FOUR: ENHANCE INFRASTRUCTURE TO MEET THE COMMUNITY'S NEEDS**



# PILLAR ONE:

## PREPARE THE ORGANIZATION FOR THE FUTURE

Every organization needs to respond to the challenges of the times while looking ahead to the future to deliver on their mission. The Tulsa SPCA undertook a thorough review of their services, structures, and resources as part of the strategic planning process. Throughout the process, areas were identified for improvement and strategies mapped out for how to move those areas forward.

Better **defining and enhancing the role of the Board of Directors** emerged as an important priority. Examining a holistic view of board diversity, including backgrounds, connections, and skill set of Board members; restructuring board committees; and incorporating assessments and feedback for the Board were seen as key areas of improvement. The Board members who were a part of the strategic planning Stakeholders Group felt strongly these were areas that were needed, and they championed the action steps as ways to measure progress in this area.

Preparing for the future also led to great conversations about resources. With a need for funding resources to expand and improve current services, fundraising quickly emerged as a key area for this pillar. This plan maps out increasing fundraising capacity (along with a specific goal of 25% growth), and examining the future of the property for a potential capital campaign to support and expand the work of the Tulsa SPCA.

### **OBJECTIVE 1: ENHANCE AND DIVERSIFY THE BOARD OF DIRECTORS.**

- 1.1 Create and utilize a membership matrix to identify current Board members' strengths and backgrounds to further identify needs.
- 1.2 Enhance and revitalize the Governance Committee (renaming Board Development Committee) to manage Board recruitment and set expectations for full board members.
- 1.3 Create a robust committee structure aligned to each of the pillars of the strategic plan, with staff liaisons sharing the ongoing work and seeking counsel for the Board as appropriate.

### **OBJECTIVE 2: BUILD A ROBUST AND EFFECTIVE BOARD OF DIRECTORS.**

- 2.1 Provide quarterly education sessions for board members to learn more about the organization and non-profit management work in general.
- 2.2 Complete annual board surveys to assess the Board's performance as a whole and individually.

### **OBJECTIVE 3: INCREASE FUNDRAISING CAPACITY.**

- 3.1 Increase operational (unrestricted) funding by 25% by Fiscal Year 2028 to support the ongoing work of the organization.
- 3.2 Develop the foundation for a potential focused fundraising effort to support investment in a capital project on our property.



# PILLAR TWO:

## EXPAND AND SUPPORT COMMUNITY PARTNERSHIPS

Nothing we do is in a vacuum, and community partnerships are key to accomplishing our mission. More than ever, collaboration is needed to advance a mission as important as animal welfare. Through our marketing, trainings, advocacy, and – most importantly – services, the Tulsa SPCA seeks to **position our organization as the leading collaborative animal welfare organization in our region.** By advocating for and expanding knowledge of our services, we can differentiate ourselves and work as partners with important groups doing similar work in our area. The Tulsa SPCA has the depth, the institutional knowledge, and the resources to make a significant impact on animal welfare in our area. It's time we build momentum around that expertise to benefit the animals and people in our community.

Likewise, we will be seeking to expand our partnerships with the local veterinary community. As the Tulsa SPCA offers low-cost clinical services, we need to educate and work closer with area vets so that our services are seen as complimentary, not in competition. By getting closer aligned with the veterinarians in our area we can be seen as a resource for referrals for low-income clients or people who are struggling to pay for basic veterinary care, and establish mutually beneficial relationships in the animal welfare space.

### **OBJECTIVE 1: POSITION THE ORGANIZATION AS THE LEADING COLLABORATIVE ANIMAL WELFARE ORGANIZATION IN THE GREATER TULSA REGION.**

- 1.1 Expand communication efforts to differentiate the Tulsa SPCA, starting with a branding and communications review.
- 1.2 Expand training, conference attendance, and presentation opportunities for staff.
- 1.3 Expand marketing efforts to directly inform the community about our work.
- 1.4 Expand our advocacy efforts to include presenting to local organizations, expanding media relations, partnering with national animal welfare organizations, local municipalities and tribes.
- 1.5 Identify the areas of overlap with other agencies to enhance partnerships.
- 1.6 Empower and educate the Board of Directors to be forward facing.

### **OBJECTIVE 2: EXPAND PARTNERSHIPS WITH THE LOCAL VETERINARY COMMUNITY.**

- 2.1 Develop a quarterly goal and track metrics for veterinary outreach activities.
- 2.2 Schedule town halls, "lunch and learns" and continuing education events to increase low-cost veterinary service access.
- 2.3 Develop a veterinary advisory committee with representatives from the greater Tulsa veterinary community.





# PILLAR THREE:

## EDUCATE THE COMMUNITY ABOUT ANIMAL WELFARE

Animal welfare is the reason the Tulsa SPCA exists, and it is the core of all that we do. Educating the community about animal welfare has many different facets, but all in the Stakeholders Group group agreed it was a necessary focus of the next five years. Through **increasing and measuring humane education opportunities in the community** Tulsa SPCA seeks to be more outward facing in the area of animal welfare.

Likewise, pet ownership should not be a luxury for the few – resources, programs, and knowledge about animal welfare can help ensure that the strong bonds we have experienced with our pets is an experience that is open to as many people as possible. This notion of equity in pet ownership and the proper caring of animals will help make our society more humane and foster rewarding relationships between pets and owners. Expanding pet retention efforts will help improve this area and provide people proper care for pets and seek to counter stigmas and prejudices about pet ownership in the rental housing market.



### **OBJECTIVE 1: INCREASE EXPOSURE TO HUMANE EDUCATION THROUGHOUT OUR COMMUNITY.**

- 1.1 Ensure the Tulsa SPCA's humane education curriculum is relevant and accessible.

### **OBJECTIVE 2: EXPAND PET RETENTION EFFORTS.**

- 2.1 Utilize research and internal conversations to choose pet retention focus areas.
- 2.2 Connect with other community service organizations – youth services, domestic violence shelters, Catholic Charities, etc. to share organization's services and programs.
- 2.3 Research and partner with local housing authorities and/or apartment communities to refer pet owners to/for pet-friendly housing options.



# **PILLAR FOUR:**

## **ENHANCE INFRASTRUCTURE TO MEET THE COMMUNITY'S NEEDS**

Enhancing organizational infrastructure – including human resources, capital resources, physical plant, policies and procedures – will help increase efficiencies and allow us to serve more people and pets. Likewise, continuing to build on the Tulsa SPCA's strong culture of respect, compassion, and expertise that our employees and volunteers demonstrate will help us recruit and retain in a very competitive labor market. Finally, examining the sheltering spaces and infrastructure for specialty populations and hard-to-place animals will allow the Tulsa SPCA to respond to a growing need for services for those animals that may have a significant time before they are placed in a permanent home. Focusing on these three objectives will help meet community needs and better serve the animals in our care and in our community.

### **OBJECTIVE 1: INCREASE ORGANIZATIONAL EFFICIENCY.**

- 1.1 Review Medical Clinic intakes and outcomes and remove bottlenecks.
- 1.2 Review Adoption and Intake policies and procedures.
- 1.3 Review Human Capital recruiting, onboarding and trainings.
- 1.4 Prioritize Internal Communications.

### **OBJECTIVE 2: CONTINUE TO IMPROVE TULSA SPCA'S INTERNAL CULTURE EFFORTS FOCUSED ON STAFF AND VOLUNTEER TRAINING, RECRUITMENT, AND RETENTION.**

- 2.1 Provide professional enrichment and education, including customer service training, how you talk to clients and other relevant trainings to job responsibilities.
- 2.2 Strategically engage employees in recruitment efforts. Invest in a culture of continual improvement.

### **OBJECTIVE 3: CREATE AND EXPAND SHELTERING SPACES FOR "HARDER-TO-PLACE" DOGS AND CATS.**

- 3.1 Research, review and design a kennelling space that is best for harder-to-place dogs and cats.
- 3.2 Expand trainings and other support for adopters of harder-to-place animals.
- 3.3 Expand foster network for this population.





# CONCLUSION

This strategic action plan provides a clear roadmap for achieving our mission and maximizing our impact in the community. Through a comprehensive analysis we have developed targeted strategies prepare the organization for the future, expand and support community partnerships, educate the community about animal welfare, and enhance our infrastructure to meet the community need.

A critical component of our plan is the establishment of measurable goals. By regularly monitoring our progress, evaluating our outcomes, and making data-driven decisions, we can ensure accountability and demonstrate our impact to our stakeholders and the greater Tulsa community. This approach will us to refine and optimize our strategies for greater effectiveness as we work toward the exciting vision of our future put forward in this plan.

By implementing the strategies outlined here, the Tulsa SPCA is confident that we will make a lasting and meaningful difference in the lives of pets and their human companions, and have a significant impact on animal welfare in our area.

