



# Strategic Plan 2023-2028

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# We Are the SPCA

For more than a century, 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 early 2023, we began examining 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 that will stretch us in new and exciting ways. We believe a strong strategic plan helps us plan for the future, respond to opportunities, and deepen our commitment to our core mission.

This strategic plan is the result of a six-month process, with valuable input from the Board of Directors, staff, volunteers, community partners, veterinarians and donors.

## Mission:

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To improve the lives of dogs and cats, and their human companions.



# Our Vision

Thanks to active community engagement, fewer dogs and cats in the Tulsa area will be abandoned, neglected or unnecessarily euthanized by 2028.

## Core Values



**Teamwork:** We believe in the power of teamwork and positivity in achieving our common goals. Whether internal or external, we recognize that by assuming good intentions and practicing respect, empathy, and honesty, we will progress as a team.



**Stewardship:** We recognize it is our responsibility to keep our mission at the forefront of every decision. Our work goes far beyond meeting the minimum legal and financial standards for nonprofit organizations. 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, we will identify our community's needs so we can be a non-judgmental resource for accessible, understandable and forward-thinking information.



### **Compassionate and Humane Treatment of Animals:**

We will ensure compassionate and humane treatment of animals across all programs. In all our interactions with animals, we will follow Fear Free® principles, adhere to the Five Freedoms model, stay up to date on animal welfare best practices, and always consider our capacity for care. Additionally, we will reserve personal judgment and prioritize facts and compassion, such as acknowledging when humane euthanasia is the best option.



### **Animal-Human Bond:**

We believe the benefits between animals and humans flow both ways, and the size of someone's bank account should never determine whether they should experience an animal's love and companionship. We meet people where they are and provide resources to keep animals and humans together, including providing access to affordable veterinary care and removing adoption barriers.

# Strategic Action Plan Process

This Strategic Action Plan is a product of months of work by our Stakeholders Group, a committee of senior leadership, members of the Board of Directors, volunteers, and community members.

The Killoe Group, an outside consulting firm, worked with our stakeholders to facilitate conversations and help develop an actionable, attainable plan to grow the Tulsa SPCA in a visionary direction. Throughout the process, we sought input and feedback from staff, members of the Board of Directors, and volunteers to ensure that our vision for the next five years would address both organization and community needs.

The Stakeholders Group determined the four main areas of focus, which we call our “pillars.” The stakeholders collaboratively defined specific goals under each pillar and developed actionable steps to achieve each goal.

## 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



The Tulsa SPCA must respond to the challenges of the times while looking ahead to deliver on our mission. We performed a thorough review of our services, structures, and resources, identified areas for improvement, and mapped out strategies to move those areas forward.

We determined that a priority is defining and enhancing the role of the Board of Directors. Key areas of improvement include: taking a holistic view of board diversity, such as examining the backgrounds, connections, and skill sets of board members; restructuring board committees; and incorporating assessments and feedback for the board.

We also determined that fundraising was important to expand and improve current services. This plan maps out our goal to increase fundraising capacity with a specific goal of 25% growth, and also examines the potential for a future capital campaign to support and expand our work.

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

- 🐾 Create and utilize a membership matrix to identify current board members' strengths and backgrounds to further identify needs.
- 🐾 Rename the Governance Committee the Board Development Committee and expand its duties to include managing recruitment and setting expectations for full board members.
- 🐾 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.

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

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

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

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

# Pillar Two: Expand and Support Community Partnerships

We believe that nothing we do is in a vacuum. More than ever, we recognize that community partnerships and collaboration are key to advancing our important mission of animal welfare.

The Tulsa SPCA seeks to position ourselves as the leading collaborative animal welfare organization in the region through our marketing, trainings, advocacy and, most important, our services. We have the depth, institutional knowledge and resources to make a significant impact on animal welfare in our area. Now it's time we use our expertise to help even more animals and people in our community.

We determined that by expanding knowledge and advocacy of our services, we can differentiate ourselves, work as partners with groups doing similar work in our area, and expand our partnerships with the local veterinary community.

We believe in educating area veterinarians so that our low-cost clinical services are seen as complementary, not competitive. By establishing mutually beneficial relationships in the animal welfare space, we can be seen as a resource for referrals for low-income clients or people who are struggling to pay for basic veterinary care.

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



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

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

- 🐾 Develop a quarterly goal and track metrics for veterinary outreach activities.
- 🐾 Schedule town halls, “lunch and learns,” and continuing education events to increase low-cost veterinary service access.
- 🐾 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. There are many facets to educating the community about animal welfare, and it is a necessary focus for the next five years.

The Tulsa SPCA seeks to be more outward-facing by increasing and measuring humane education opportunities in the community. Additionally, we believe pet ownership should not be a luxury, so we are committed to providing the resources, programs, and education to help ensure that the powerful human-animal bond we experience as pet owners is open to as many people as possible.

We believe that spreading knowledge about equity in pet ownership and proper animal care will help make our society more humane and foster rewarding relationships among pets and owners. To this end, we are focusing on expanding pet-retention efforts, helping people provide proper pet care, and countering stigmas and prejudices about pet ownership in the rental housing market.

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

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

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

- 🐾 Utilize research and internal conversations to choose pet-retention focus areas.
- 🐾 Connect with other community service organizations—youth services, domestic violence shelters, and Catholic Charities, among others—to share our services and programs.
- 🐾 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



The Tulsa SPCA will strive to increase efficiencies and serve more people and pets by enhancing our organizational infrastructure, including human resources, capital resources, physical plant, policies, and procedures.

Likewise, we will work to recruit and retain talent in a competitive labor market by building on the strong culture of respect, compassion, and expertise practiced by our team every day.

Finally, we will respond to the growing need for services for specialty populations and hard-to-place animals by examining our sheltering spaces and infrastructure for these animals. By focusing on these three objectives, we will help meet community needs and better serve the animals in our care and community.

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

- 🐾 Review medical clinic intakes and outcomes; remove bottlenecks.
- 🐾 Review adoption and intake policies and procedures.
- 🐾 Review human capital recruiting, onboarding and trainings.
- 🐾 Prioritize internal communications.

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

- 🐾 Provide professional enrichment and education, including customer service training and other relevant instruction on job responsibilities.
- 🐾 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**

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



# Conclusion

This Strategic Action Plan provides a clear road map for advancing our mission and maximizing our impact in the community. Through a comprehensive analysis, we have developed targeted strategies to prepare the organization for the future, expand and support community partnerships, educate the community about animal welfare, and enhance our infrastructure to meet community needs.

It is critical for our plan to establish measurable goals. By regularly monitoring progress, evaluating outcomes, and making data-driven decisions, we can ensure accountability and demonstrate our impact to our stakeholders and the Greater Tulsa community. We believe this approach will help us refine and optimize our efforts as we work to achieve our plan's exciting vision for the future. By implementing the strategies outlined here, we are confident that we will make a lasting and meaningful impact on the lives of pets and their human companions, and for animal welfare in the community we call home.

