



Berkshire Humane Society

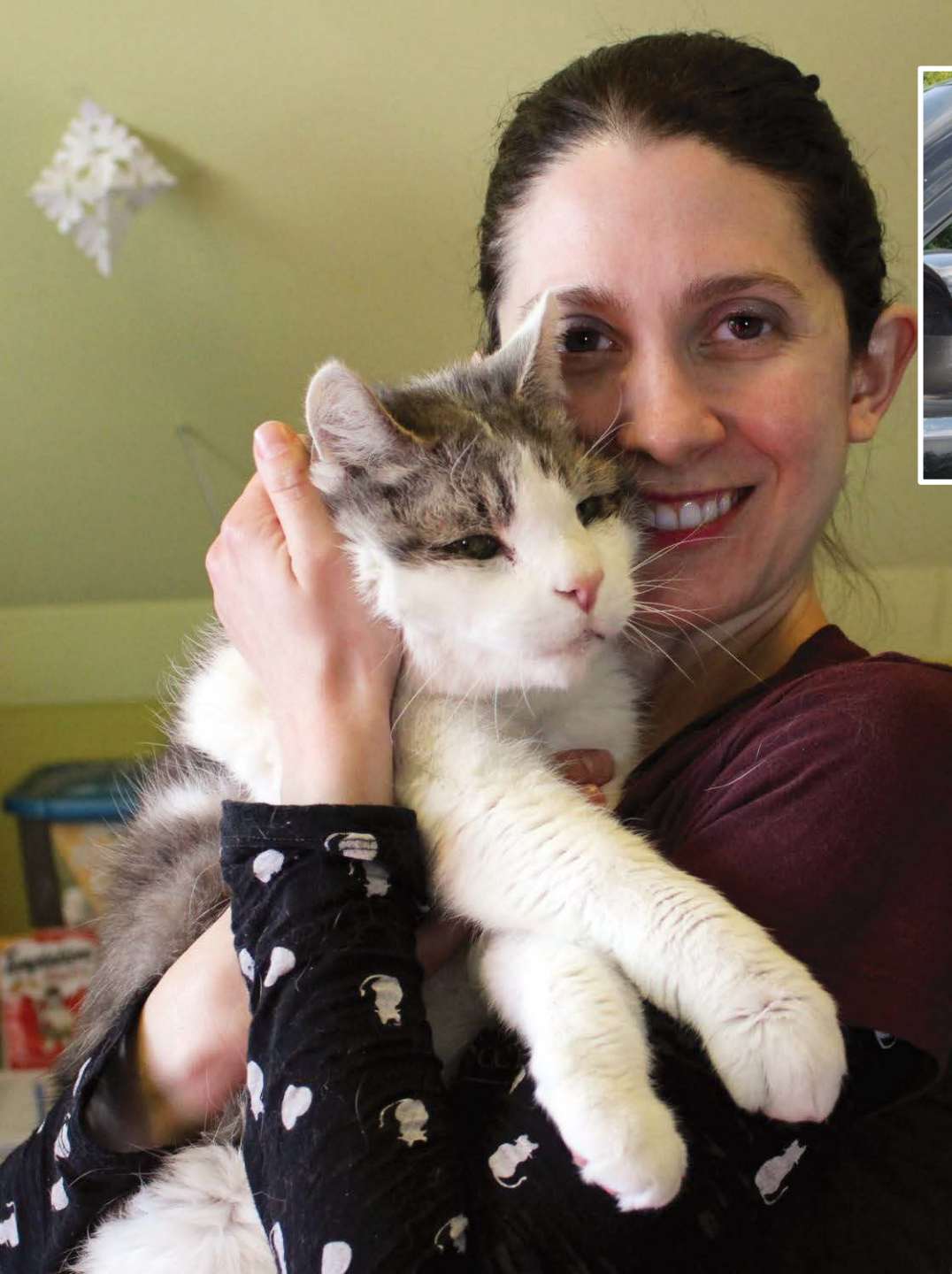
2018 – 2020 THREE YEAR STRATEGIC PLAN

Adopted August 22, 2018

Vision Statement

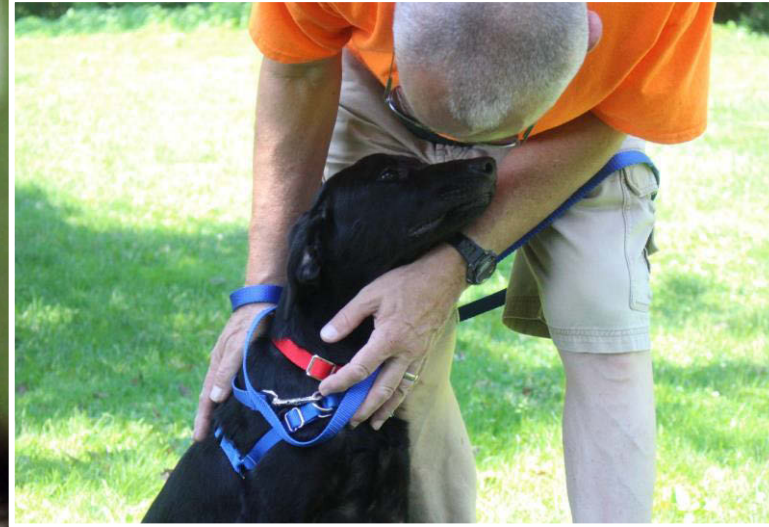
*Compassionate and responsible care
for all animals.*





Mission Statement

To ensure the compassionate care, treatment and placement of companion animals, while promoting and improving the welfare of all animals through education and outreach.



Core Values

We CARE

Compassion and empathy in all we do

Accountable and transparent in all we do

Respect and dignity for every being without judgement

Excellence in service, advocacy and teamwork



Strategic Goal 1

Create a financial stability plan that covers operation expenses and increases free cash by \$XXX each year over the next three years.



Strategy A

Establish a financial stability committee

1. Assess existing expertise, identify gaps and recruit needed expertise.
2. Develop an endowment strategy to achieve an endowment of \$1,000,000 over the next five years.





Strategy B

Identify new funding channels

1. Benchmark, brainstorm new funding sources
2. Perform complete analysis of areas of strength in current programs
3. Perform complete analysis of geographic presence throughout the County.





Strategy C

Develop a comprehensive marketing and outreach plan to increase profitable/revenue driven programs by X%

1. Identify annualized baseline for each category and determine realistic increase plans.
2. Refine/develop marketing approaches for each category.
3. Further educate our community about BHS affiliation, funding and reputation.





Strategic Goal 2

Increase organizational capabilities.



Strategy A

***Create an enriching environment
for staff and volunteers.***

1. Implement development programs, training and education geared toward job performance and shelter goals.
2. Improve utilization of volunteers through training/mentoring, scheduling, increased responsibilities and cross-training.
3. Implement an intern program with education institutions to support growth of programs and services.





Strategic Goal 3

Optimize facilities and infrastructure.



Strategy A

***Develop long term capital plan
for BHS infrastructure.***

1. Develop a facilities plan to address long and short-term upgrades and maintenance.
2. Budget a specific amount of income for all annual and routine maintenance projects.

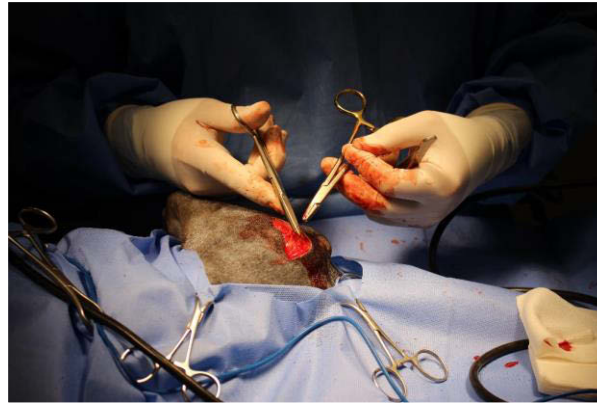




Strategy B

Develop the plan and budget for in-house medical services.

1. Budget a specific amount of income for in-house medical procedures.





Strategy C

***Improve medical capabilities
available at the shelter.***

1. Create in-house medical facility to allow 25% of procedures on site.
2. Secure medical care including sterilization resources.

