



Veteran Companion Animal Services

— Strategic Plan —

2022 - 2024



Table of Contents

Development of the Strategic Plan	3
VCAS Mission and Vision	4
VCAS Mission:	4
VCAS Vision:	4
Core Values	5
Relationships	7
SMART Goals	8
PROGRAMS AND SERVICES.....	8
FACILITIES	11
STAFF, CONTRACTORS AND VOLUNTEERS	12
GOVERNANCE & ADMINISTRATION	14
Implementation	17

Development of the Strategic Plan

This Strategic Plan was developed through a team approach, facilitated by Dean Pulliam of The Pulliam Group, LLC. The VCAS board, staff and key volunteers met for a day of reviewing VCAS history, assessing our current operations, and envisioning the future for VCAS and the veterans and dogs we serve. The team reviewed the VCAS mission, collectively determined the VCAS vision and also assessed Core Values. A SWOT analysis was also conducted to determine strengths, weaknesses, opportunities and threats and preliminary SMART Goals were brainstormed.

After initial creation, SMART Goals were reviewed by staff and key volunteers that run the day-to-day operations of VCAS. SMART goals were expanded or modified in order to best grow and serve our veterans and dogs for the years ahead. The Strategic Plan was then reviewed and approved by the VCAS Board of Directors.

VCAS Mission and Vision



VCAS Mission:

The mission of Veteran Companion Animal Services is to enrich the lives of veterans, military families and dogs through the many benefits of the human-animal bond.

VCAS Vision:

A World Where the Lives of Veterans and Rescue Dogs Are Restored Through Mutual Healing

Core Values

Transformation

Transparency

Excellence

Stability

Service

Transformation – We believe in transforming lives. We transform the lives of our Veterans through the human-animal bond and the camaraderie and care that our team provides them; we transform the lives of shelter dogs by finding them a loving home, providing food, supplies and veterinary care, and by educating their Veteran owners; and we transform the lives of our Champions by equipping them to make a difference, creating opportunities for them to experience the joy of giving and allowing them to be owners of this mission.

**A VCAS Champion is anyone that supports; whether it is through volunteering, donating, advocating, etc.*

Transparency – We believe that every relationship is built on trust. Trust requires transparency. Open, honest and accountable is how our team operates. When communicating with our Veterans and shelter partners, it is essential that we are transparent about the process, expectations and expected outcomes. Transparency about our goals, vision, core values, financials and practices also create trust and understanding so that those championing the VCAS mission can do so with excitement and confidence.

Excellence – We believe that every aspect of our organization needs to be executed in excellence. Regardless of how small or large the task may be, ensuring quality results is a must. If we manage the smallest tasks well, we will manage the largest tasks well. All aspects of VCAS are interconnected and work together - when excellence is the goal of each, the out come is maximum impact for our Veterans, dogs and Champions.

Stability – We believe in being a beacon of hope for our Veterans. Through our programs and the support of our team, we provide stability to the lives of our Veterans and dogs. In order for VCAS to provide this stability, we, as an organization, need to be stable. Stability is achieved by making sound judgments, being responsible stewards of our resources, remaining focused on our day-to-day

work as well as our long term sustainability and goals. Being a stable organization now, and into the future, will lead to the greatest impact in the lives of our Veterans, dogs and Champions.

Service – We believe in serving others. Providing the best service to our Veterans, dogs and Champions is a gift that we can all provide in many small and large ways. Serving requires doing what is best for others and setting aside our own immediate needs and wants for the betterment of those we serve. Serving means going the extra mile as a team.

Relationships

This section is included to specifically highlight the importance of relationships in the VCAS Strategic Plan. Although there are many SMART Goals outlining the steps to be taken, each and every step needs to be taken with relationships at the center. All aspects of the work of VCAS should be built on strong relationships. Excellent communication and heartfelt care for all those we work with is essential. Every relationship matters and every relationship is important.



SMART Goals

SMART Goals are Specific, Measureable, Achievable, Realistic and anchored within a Time Frame. The VCAS Strategic Plan is laid out in SMART Goals so that the team can reach these goals; creating best outcomes for VCAS, which equates to the best outcomes for the veterans and dogs we serve.

PROGRAMS AND SERVICES

Placements/Training	
2022	Complete a placement/training cycle quarterly in 2022, placing 3 dogs each quarter (total of 12 placements annually)
2023	Complete a placement/training cycle quarterly in 2023, placing 4 dogs each quarter (total of 16 placements annually)
2024	Complete a placement/training cycle quarterly in 2024, placing 5 dogs each quarter (total of 20 placements annually)

Veteran Outreach and Support:	
2022	Establish a Veteran Outreach <i>Task Force</i> that evaluates current communications and outreach efforts and identifies needed communications and outreach efforts by EOY 2022.
	Establish a list of key veterans organizations that would be beneficial to build key strategic partnerships with and prioritize this list by July 2022
	Begin building key strategic partnerships with the 2 military support organizations determined to be the highest priority by end of year 2022

2023	Veteran Outreach <i>Task Force</i> modifies/creates, and has ready for use, the pre-determined communications pieces by July 1, 2023
	Veteran Outreach <i>Task Force</i> identifies opportunities and creates a sustainable process for dispersing communications throughout the veteran community by EOY 2023
	Begin building key strategic partnerships with the 2 additional military support organizations determined to be of priority by end of year 2023
2024	Begin building key strategic partnerships with the 2 additional military support organizations determined to be of priority by end of year 2024

KPIs:	
2022	Determine easily implemented KPIs for VCAS programs (placements, training and alumni) and volunteers and a process for easily collecting these measures by July 1, 2022
	Implement process for identifying and recording KPIs for programs and volunteers by Q3 of 2022
2023	Evaluate need and determine additional KPIs that will be beneficial to obtain (example – quality of life indicators and/or animal attachment scales) by July 2023
	Create pilot method of collecting additional KPIs and begin implementing/recording those determined to be of value for at least one placement/training cycle by EOY 2023
2024	Create standardized model for collecting additional KPIs, including an SOP, and begin implementing/recording those determined to be of value by, collecting an entire year's data by EOY 2024

Alumni:	
2022	Hold alumni events quarterly, having 4 total events by end of year 2022
	Reach out to VCAS alumni, quarterly, in addition to the quarterly events, having 4 additional communications by end of year 2022
	Define what an “active alumni” is by end of year 2022
2023	Hold alumni events quarterly, having 4 total events in 2023
	Reach out to VCAS alumni, quarterly, in addition to the quarterly events, having 4 additional communications by end of year 2023
	Increase the number of “active” alumni by 30% compared to 2022, by end of year 2023
2024	Reach out to VCAS alumni, quarterly, in addition to the quarterly events, having 4 additional communications by end of year 2024
	Increase the number of “active” alumni by 30% compared to 2023, by end of year 2024

FACILITIES

Expansion to new location of service:	
2022	Research various models for nonprofit expansion and determine which model best matches VCAS' growth needs, by September 2022
2023	Determine which location would be best for the 1st "satellite" office by March 2023
	Build relationships and team, and deliver a placement/training cycle in determined location by EOY 2023
	Evaluate cycle, team and needs at the new location to determine best next steps by EOY 2023
2024	Execute placement cycles, based on the evaluation completed at end of first cycle, at new location for the year 2024

Additional space at DEC:	
2022	Inquire about additional space that may be needed at the DEC and discuss growth projections with the ED of the DEC by July 2022
2023	Add additional needed space (1 large office) for VCAS staff at the DEC by July 2023

Capital Campaign:	
2023	Determine need, support and consultant groups that could lead a successful capital campaign by end of year 2023
2024	Launch capital campaign in 2024, with deadline determined by previous year's research and consultant group.

STAFF, CONTRACTORS AND VOLUNTEERS

Volunteers:	
2022	Create job descriptions for all key volunteer positions, including, but not limited to: Patriot Affairs, Alumni Support, Fosters, Events, Bloggers, and Training, by March 2022
	Increase the number of active volunteers by 15% by end of year 2022
	Create and send out a volunteer survey to assess volunteer satisfaction by October 2022
	Create a PEO model to establish process for moving volunteers to higher levels of involvement and ownership by EOY 2022
2023	Evaluate volunteer job descriptions and determine need to modify and/or create new job descriptions by March 2023
	Increase the number of active volunteers 10% by end of year 2023
	Modify, if needed, and send out volunteer survey to assess volunteer satisfaction by October 2023
	Implement PEO model from January – December of 2023 and determine any changes needed to enhance the model by July 2023
2024	Evaluate volunteer job descriptions and determine need to modify and/or create new job descriptions by March 2024
	Increase the number of active volunteers by 10% by end of year 2024
	Modify, if needed, and send out volunteer survey to assess volunteer satisfaction by October 2024
	Implement determined changes to the PEO model for its enhancement and implement these throughout 2024, reevaluating the model and making any additional changes by end of year 2024

Staff/Contractors:	
2022	Create and fill a PT (10-20 hrs/week) Volunteer & Events Coordinator position by February 15, 2022
	Create and fill a PT (10-20 hrs/week) Patriot Affairs Coordinator position by end of year 2024
	Move Program Coordinator Position from PT to FT by end of year 2022
	Identify a grants manager to take on grant writing and management for the fiscal year 2023 by end of year 2022.
	Create an <i>Employee Task Force</i> that works with the President/CEO and consultant to create and employee handbook, onboarding process, process to receive raises, and any other needed employee documents that will be serve VCAS and its employees by EOY 2022
	Evaluate current staff positions and determine the need for any changes in PT/FT status, responsibilities or titles by EOY 2022
2023	Identify any additional positions that might be needed for a new satellite office July 2023
	Evaluate need for a veteran health/support specialist to join the VCAS team (social worker, counselor, etc.) by EY 2023.
	<i>Employee Task Force</i> works with the President/CEO and consultant to determine best employee benefits package, including a form of health insurance or savings, that would best fit the needs of VCAS and its employees by end of year 2023.
	Evaluate current staff positions and determine the need for any changes in PT/FT status, responsibilities or titles by EOY 2023
2024	Create and fill a PT veteran/health support specialist position based on prior evaluation by July 2024

	<i>Employee Task Force</i> works with the President/CEO and consultant to implement the employee benefits package.
	Evaluate current staff positions and determine the need for any changes in PT/FT status, responsibilities or titles by EOY 2024

Team Development:	
2022	Determine staff/volunteer trainings that would allow staff to grow, learn, feel best equipped and allow VCAS programs to be delivered with excellence by EOY 2022 (examples: Human-Animal Bond Certification, leadership trainings, dog behavior trainings, relating with veterans trainings, suicide prevention trainings...)
	Create a board supported fund that creates a source of monies to be spent on volunteer and staff gifts and an end of year party for staff and volunteers by March 2022
2023	Schedule at least one training opportunity in 2023, to be completed by EOY 2023
2024	Schedule at least one training opportunity in 2023, to be completed by EOY 2024

GOVERNANCE & ADMINISTRATION

Policies and procedures:	
2022	Create and adopt the following policies and principles by February 2022: Cause Related Marketing Policy, 3 rd Party Fundraising Policy, In-Kind Donation Policy, Fundraising Principles, Cash Handling Policy
	Create and adopt a Succession Plan by August 2022
	Identify additional needed policies that are critical to the protection and functioning of VCAS and create an timeline to create and adopt these policies by November 2022

2023	Throughout the year, create and adopt policies that were determined to be a priority for 2023 by the end of 2023
2024	Throughout the year, create and adopt policies that were determine to be a priority for 2024 by the end of 2024
	Network and research options for VCAS receiving additional funding through healthcare/government funding by 12/31/2024

Board Relationships	
2022	Create a Board Liaison for the NRMF, Gigis and HSDC that can keep the organization in the loop with VCAS happenings and also support with their activities and fundraisers by March 2022.
	Determine additional key partnership that could benefit from a Board Liaison and assign a Board Liaison as needed

Technology	
2022	Create a Governance Dashboard for the Board of Directors, President/CEO and key staff to track progress by July 2022
	Create a general organization dashboard that highlights progress for day-to-day operations and pools needed data for reports, grants and sharing by end of year 2022

Communications and Marketing	
2022	Identify a powerful story from a veteran and dog placement that can be captured in a powerful video to share at the 2023 gala and utilized for other marketing needs, determine if veteran is OK with their story being capture by EOY 2022

2023	Capture veteran's story and have final video completed by April 1 2023
	Identify a powerful story from a veteran and dog placement that can be captured in a powerful video to share at the 2024 gala and utilized for other marketing needs, determine if veteran is OK with their story being capture by EOY 2023
2024	Capture veteran's story and have final video completed by April 1 2024
	Identify a powerful story from a veteran and dog placement that can be captured in a powerful video to share at the 2025 gala and utilized for other marketing needs, determine if veteran is OK with their story being capture by EOY 2024

Implementation

In addition to this Strategic Plan document, an accompanying spreadsheet outlines further details and the responsible party assigned to each SMART Goal. The plan will be used by staff, the board, and volunteers to achieve or exceed the goals set forth. Annually, VCAS will hold a Strategic Planning meeting to review and assess the current goals and what additional goals or modifications should be made for the upcoming years.