

Strategic Plan – SNIP Alliance
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SECTION 1

A. Background of the Organization

SNIP Alliance is an IRS recognized 501(c) 3 charity located in Madison County, IL, and is seeking to procure a building to house a spay/neuter clinic. The clinic must perform 5,000 surgeries annually and will service Madison County, and its surrounding areas.

The reasons for initiating the SNIP Alliance Spay/Neuter Clinic project are to address two public health issues and the high fiscal amount allocated to animal control services within Madison County.

- Numerous studies have shown that unaltered animals have a higher inclination to roam and are also more apt to bite. Both are a public health issue.
- In 2008, there were 5,000 animals destroyed in Madison County. As a consequence of the high number of homeless pets, the 2009 approved budgets for animal control services within Madison County exceed \$1,000,000. This fiscal amount will continue to increase over time as more animals are allowed to breed and the pet overpopulation problem is not addressed.

B. Project Description of the Organization

To address the problem of pet overpopulation, a national coalition, the National Spay Neuter Response Team (NSNRT) was formed in the early 90s. The NSNRT created a standard model for agencies to follow when implementing a low cost, high volume spay/neuter clinic. SNIP Alliance has made the decision to follow the NSNRT model and therefore, needs to start the planning process to procure a building.

The design of their spay/neuter clinic must be based on the NSNRT model since this model is the standard used for implementing a high volume low cost spay/neuter clinic. All documentation regarding the NSNRT model can be found on the web at <http://www.humanealliance.org/>

C. Projected Goals and Objectives

The business objectives of SNIP Alliance are:

- Provide pet owners and feral cat caretakers with a low cost alternative
- Educate Illinois citizens on the benefits of having their pet spay/neutered
- Be proactive in addressing the public health issue of unaltered animals

The business goals of SNIP Alliance are to:

- Decrease the number of animals euthanized within our service area
- Procure and renovate a building within Madison County, IL
- Implement a service that is cost effective, sustainable, and has a profit margin
- Reduce the amount of annual taxes that are paid within Madison County

SECTION 2

I. Proposed Schedule

To meet the organization's projected business goals and objectives, a series of fundraising events must take place in conjunction with an awareness/public relations campaign. Other issues, needing attention are outlined as follows:

- A. Apply for NFP/exemption status
 - State of Illinois - *Approved 07/10/2009*
 - IL Attorney General - *Approved 11/07/2008*
 - Madison County - *Approved 07/11/2008*
 - IRS - *Approved 02/17/2009*
- B. Begin community survey
 - Compile statistics and evaluate

UPDATE: Thirty-eight surveys were distributed to animal agencies in Madison, St. Clair, Bond, Clinton, and Jersey County on July 2, 2009. Thus far, five have been returned. Follow-up phone calls will start mid August to prompt agencies to return surveys.

- C. Build alliances with other animal agencies

UPDATE: SNIP Directors have been meeting with animal agencies on a ad-hoc basis. The purpose of the face-to-face meetings and shelter visits is to promote a cooperative effort in reducing pet overpopulation and the numbers of dogs and cats killed in these counties. SNIP Alliance emphasizes that our future clinic will be available to all animal agencies within a 90 mile radius.

- D. Develop Advisory Network

UPDATE: Project needs are being assessed and the advisory network will be based on community needs.

E. Recruit Board of Directors

UPDATE: Current roster for Board of Directors

Kelly Meier, President
Jan Conder, Vice-President and Secretary
Sandy Eaves, Treasurer

- Designate Committees needed/Key Chairpersons

UPDATE: Three committees have been formed.

Building/Clinic, Chair Kelly Meier
Fundraising, Chair Jan Conder
Humane Education, Chair Sandy Eaves

- Recruit Volunteers

UPDATE: Ongoing process for our agency. We currently have fifteen volunteers that subscribe to our electronic mailing list. SNIP Alliance has also began tracking the number of volunteers hours donated to fulfill our mission.

II. Proposed Building Schedule

One of the goals of fundraising is to raise enough money as quickly as possible to purchase a building where we will effectively run SNIP Alliance operations.

- A. Apply for Grants
- B. Solicit Corporate Sponsorships
- C. Locate Clinic Building
 - a. Purchase/Solicit Equipment
 - b. Hire clinic personnel
 - c. Recruit Clinic Volunteers
- D. Open Clinic
 - a. Conduct quarterly evaluations
 - b. Conduct quarterly cost/benefit analysis

UPDATE: The implementation schedule of SNIP's spay/neuter services are contingent on survey results. The survey results will measure the most feasible location for the clinic facility. SNIP will then begin the procurement process. Once a building is secured, SNIP will be implementing the NSNRT Model.

A risk analysis has been conducted that outlines the risks involved in procuring a building and how to mitigate these risks.

III. Proposed Education Committee Schedule

One of the key components of SNIP Alliance is Education. Without educating the public, we will never meet our goals. To this end, an Education Committee has been developed.

- A. Develop Humane Education Program
 - a. Brand Program with name
- B. Raise Funds to Implement Program
- C. Solicit Volunteers
 - a. Educate Volunteers
- D. Evaluate Humane Education Program

UPDATE: See Appendix A for an update on our Humane Education Program.

IV. Proposed Marketing/Public Relations Schedule

Another key component to the success of SNIP Alliance is the implementation of an effective Public Relations and Marketing strategy. This will be accomplished in 4 phases and are outlined as such:

Phase 1 – Big Splash

- A. A series of press releases need to be written and submitted to all local media outlets about SNIP Alliance. These will be about, but not limited to:
 - a. Forming of the organization – **Completed**
 - b. Profile founding members of SNIP and why they are passionate about the organization.
 - c. Public appeal for funds from the public and corporate sponsors. What will compel them to give?
 - d. Press Releases about pet population problems/statistics in our area. Call to action.
 - e. Press Release about upcoming fundraising events. **Continuous**
 - f. Continuation of press releases as goals are met – such as minor fundraising goals, the purchase (if applicable) of a building, the alliance of SNIP with other organizations, etc.

The goal of the Big Splash is to inform the public, and to make SNIP “top of mind”. When members/volunteers go to ask for monetary donations, the general public should know who they are and what their cause is.

Phase 2 – Information Building

- A. Working hand-in-hand with the Fundraising Committee and other committees, constant assessment needs to be made of how public relations and effective marketing can propel SNIP forward.

- B. Public relations opportunities could be given to local companies wanting to partner with SNIP.
 - a. Develop a Value Proposition for corporations. (How can partnering with SNIP offer effective PR and help both organizations? What speaks to each individual corporation?)
- C. Public relations opportunities could be given to organizations who supply grant opportunities to groups such as SNIP. Press releases and photo ops can go out, talking about each organization.

Phase 3 - PR/Marketing Blitz

- A. Using key relationships with media, make the public aware of upcoming fundraisers, each stage of development in the organization, grants awarded and more.
 - a. Do pre-press, event press, and post press of all events.
- B. Develop pieces used for an effective direct mail campaign.
 - a. In Spring and Fall
 - a. Madison County Residents
 - b. St. Clair County Residents
 - c. Other counties? (Macoupin, Bond)

Phase 4 - Maintenance

After Phase 3, constant assessment must be made of the Public Relations and Marketing portion of the strategic plan. Given where the organization is in its fundraising goals at any given time, more intense campaigns may need to be implemented.

Most importantly, SNIP Alliance needs to maintain a positive image throughout the community in order to be successful and have both media and community buy-in.

V. Proposed Fundraising Schedule

- A. Key Events need to be set in the fiscal year. These events will be known as SNIP Alliance's signature events. Ideas so far are:
 - a. "Heavy Petting" Event
 - b. Art fundraiser held at the Edwardsville Arts Center
- B. An awareness campaign needs to be implemented as well. While not many funds will be raised, community awareness is key for the success of ultimately raising funds for SNIP Alliance. Ideas so far:
 - a. Goshen Market
 - b. Chamber Events
- C. Pledge Drive to be implemented.

- a. Key business will be targeted as potential donors.
 - b. SNIP will be asking for one time donations, or for monthly allotments. Payment could potentially be made through SNIP Alliance's website via a function such as Paypal or Blacktie.
 - c. Pledge Drive will begin with an introduction letter of SNIP Alliance to Chamber of Commerce members asking for their support. A follow-up call or visit will be made by SNIP volunteers, hopefully with a personal contact or relationship of some sort.
 - d. All Donors should be recognized, as laid out in the Recognition Schedule
- D. Key fundraisers need to be decided and dates set for the events. The Fundraising Committee will be working very closely with the Public Relations Committee to ensure that public awareness is optimized.

Section 3

Grant Application Schedule

A committee or key persons in SNIP Alliance will explore all possible grant sources. Many sources are available, and grant applications and proper grant writing will be done to secure as many grants as possible. Many local, regional, and national organizations have money set aside for organizations such as SNIP Alliance, and all resources will be exhausted. One person will be in charge of grant writing for the SNIP Alliance organization.

UPDATE: Grant needs are still in the development stage. Our funding needs will be evaluated based on community survey results and the fiscal support of program sponsors.

Section 4

Recognition Schedule

A set schedule will be set for recognizing donors. All key donors will be placed on the website, in local advertisement, and in other key ways to thank them for their sponsorship and to garner awareness for both those companies/individuals and SNIP Alliance.

Proposed Donor Recognition List:

Diamond Donor - \$5,000 +
Platinum Donor - \$1,000 - \$4,999
Gold Donor - \$500 - \$999
Silver Donor - \$250 - \$499
Bronze Donor - \$100 - \$249

Appendix A

Progress To Date (As of July 1, 2009)

Education Program - CARE: Companion Animals and Resource Education Team

SNIP Alliance is coordinating monthly meetings with animal organizations within Madison and Bond County. These meetings are a cooperative effort to formulate a regional educational program for K-12 students. These agencies have formed a cooperative program branded as ***CARE: Companion Animals and Resource Education Team***. Animal agencies that are unable to attend the monthly meetings are encouraged to become a team member and are updated on ***CARE***'s progress.

Current Activities

- Gathering demographic data and contact information for school districts
- Evaluating humane education materials and estimating procurement costs
- Contacting K-12 administrators in targeted areas for upcoming school year
- Introducing CARE to K-12 administrators
- Seeking feedback from K-12 administrators
- Recruiting volunteers by attending and presenting at civic functions
- Investigating humane education grants

Goals for 2009

- Present humane education program to regional school districts
- Present humane education programs to youth groups
- Apply for and obtain humane education grants

Goals for 2010

- Collaborate with school librarians (monthly meetings) to ensure that Humane Education materials are AR approved
- Formulate and present humane education workshops to educators for inclusion in the K-8 classrooms
- Ongoing recruitment of CARE volunteers
- Ongoing application to eligible humane education grants
- Ongoing evaluation and redesign, if necessary, of CARE program

Approved: September 10, 2009