



2018-2021 STRATEGIC PLAN

Our 2018-2021 Strategic Plan brings us closer to achieving our vision of a community where all fellow beings are treated with care, compassion, and respect. The two overarching goals of the plan are to achieve a save rate of 85%+ and to continue to be a premier shelter in the country. The five pillars of the plan encompass the multitude of activities Lollypop Farm engages in every day to build lifelong bonds between people and pets.

OBJECTIVE 1:

PROVIDE SUPERIOR CARE FOR ANIMALS IN NEED AND INCREASE OUR SAVE RATE

Animal care is at the heart of what our organization does each and every day. As one of the few open-admission shelters in Western NY, we are asked to provide help to an expanding geographic area. By providing additional services to community pets, we can keep at-risk pets in their homes and adopt more homeless pets.

WE WILL:

- Increase capacity for veterinary care.
- Change our “adoption culture” to make adoptions more relational and celebrate customers.
- Strengthen and increase capacity for animal outreach in the areas of foster, transport, and rescue partnerships.
- Strengthen and increase capacity for behavior programs in the shelter and in the community.



OBJECTIVE 2:

ATTRACT AND RETAIN THE BEST EMPLOYEES AND VOLUNTEERS

Lollypop Farm relies on staff and volunteers to provide individual care to thousands of animals each year. Employee and volunteer satisfaction and engagement is crucial to providing quality care for the animals and excellent customer service to our community.

WE WILL:

- Decrease staff turnover by 8%.
- Review compensation strategy and work environment annually in order to stay competitive in the marketplace.
- Decrease volunteer turnover by 10%.

OBJECTIVE 3:

FIGHT ANIMAL CRIMES AND ENSURE THE HUMANE TREATMENT OF ANIMALS

As an SPCA, Lollypop Farm is charged with enforcing the animal cruelty laws of New York. We need to work with many diverse groups in the community including citizens, prosecutors, judges, and local and state law enforcement.

WE WILL:

- Engage law enforcement and civil professionals to create an animal crimes community initiative that embraces our interdependent roles in fighting animal cruelty.
- Increase educational programs that address animal crimes.
- Increase our level of advocacy to improve legislation that prevents animal cruelty and abuse.
- Re-evaluate and determine the appropriate service needs for our geographic territory.



OBJECTIVE 4:

BE THE PREMIER RESOURCE TO KEEP PETS HEALTHY AND IN HOMES

Lollypop Farm is called upon daily by pet owners who cannot afford to provide for their pets. In order to help loving pet owners who are facing a short term crisis and need temporary assistance, our outreach efforts address the reasons that people may consider re-homing their pet and thereby keep pets in their homes.

WE WILL:

- Expand and develop opportunities that connect and provide pet owners with services for animal wellbeing, care, and training.
- Expand and develop additional resources to help pet owners who would like to keep their pets, but need some temporary help to get them through a crisis.

OBJECTIVE 5:

ENSURE FINANCIAL SUSTAINABILITY AND GROWTH

Lollypop Farm has been serving the Greater Rochester community since 1873. We need to meet community needs for animal welfare both now and for the next 100 years. We aim to ensure that we have the resources to continue our mission, plan for future needs, and remain a best-in-class shelter and community destination.

WE WILL:

- Ensure a vibrant and viable Lollypop Farm through managing our endowment and reserves, and well-planned capital investments.
- Create a Facilities Master Plan to address companion and farm animal housing and husbandry, as well as Lollypop Farm as a community destination.

