



Non Profit Marketing Plan
May 2017

Prepared for:
Elizabeth Kianpour & Jay Colgan
lizziekian@gmail.com
(714) 815-4300

Prepared By:
Amanda Hobbs
Senior Marketing Student
Biola University

Advised By:
Les Harman
Associate Professor of Marketing
Biola University



Executive Summary

OC Small Paws is an all-volunteer, non-profit rescue agency founded in Orange County to save the lives of homeless, abandoned and shelter cats. In 2009, OC Small Paws began with a handful of passionate volunteers attending one adoption event every weekend at only one location. Today, OCSP has five Orange County locations with adoption events every weekend. They provide a wide variety of services including food, housing, love, and medical care for these rescued cats. The research conducted for this plan consists of secondary research, client meetings with Jay Colgan and Elizabeth Kianpour, staff interviews, client interviews, foster interviews, and volunteer interviews. The research also consisted of 42 adopter surveys and 13 staff surveys. The research was conducted in order to uncover areas that the organization can improve upon.

Strengths Discovered:

- Number of success stories from adoptions
- Board of directors are very proactive and involved in the organization
- Volunteers motivate one another to take initiative when helping any cat in need
- Many locations in the Orange County area for potential adopters
- Adopters are the first people to commend OC Small Paws for doing a great job
- OC Small Paws heavily invests in customers' needs and addresses customer complaints

Main Marketing Problems the Plan Will Address:

- No consistent form of communication between different departments within the organization.
- No current section on website describing successful statistics
- Little outreach and building of relationship with donors
- No system and protocol that volunteers can consistently use to collect data
- No data collecting surveys identifying areas adopters deem important

Some of the Primary Recommendations in the Plan Include:

Internal Recommendations:

- Regularly administer and collect "Adoption Success Story" forms to current and past adopters
- Create a success story page on the OC Small Paws website
- Share success measurements on the OC Small Paws website using infographics
- Regularly collect and administer customer satisfaction surveys
- Plan and host monthly Kennel Manager Meetings
- Plan and host monthly or bi-monthly Marketing Meetings

External Recommendations:

- Post an online version of the adoption and volunteer form on the website
- Create and handout binders for each adoption location to have copies of the cats' personality forms

Promotion Recommendations:

- Create a video of current fosters describing why they love to foster. Post this video to the website and social media accounts.
- Send out emails to adopters (like newsletters) that inform them of upcoming events they can be involved in. These emails can be personalized specifically to adopters when needed (pet's birthday or adoption anniversary).
- Create a rescued and recovered section of the website showcasing success stories of cats that came from a rough medical or physical past.

Fundraising Recommendations:

- Create a monthly subscription option to donate
- Allow adopters to donate with a credit or debit card not just PayPal
- Provide options for people to sponsor a cat.

Mary, Elizabeth, and Jay

It has been such an honor to work with you both for the last four months. The work you are doing at OC Small Paws is remarkable and it was a joy to play a small part in what you are doing in the lives of so many cats in Southern California. Thank you so much for your time. I have truly enjoyed the opportunity, learned so much, and been blessed by you both.

Sincerely, Amanda Hobbs

Table of Contents

Executive Summary.....	2
I. Current Situational Analysis.....	5
A. Internal Environment.....	5
B. External Environment.....	20
II. Marketing Area Analysis.....	31
III. Primary/Major Marketing Goals	33
IV. Marketing Strategies.....	35
A. Internal Marketing Strategies.....	35
B. External Marketing Strategies.....	76
V. Promotion/ Awareness Strategies.....	83
VI. Fundraising Strategies	90
VII. List of Marketing Activities	100
VIII. Marketing Costs.....	102
IX. List of Works Consulted.....	103

I. Current Situational Analysis

OC Small Paws is a 501 (c) 3 non-profit, no-kill cat rescue, focusing on saving cats from high-kill shelters. Since its inception in 2009, OC Small Paws has been working with several shelters in the local Orange County area to rescue and nurture cats. They have many services that help aid cats in need of homes and medical care. They also strive to find the perfect adoption match between cat and owner; their staff strives to make sure every adoption fits both the needs of the cat and the adopter.

Internal Environment

Purpose: The purpose of this section is to be able to identify and assess aspects of the non-profit organization, with the goal of identify areas that are a strong, need improvements, definitely need improvement or further observation and research need to be conducted.

A. Mission Statement

Personal Evaluation: *OC Small Paws' mission statement is **strong** because it accurately identifies who the beneficiaries are and how they specifically come along side and provide care for the animals they rescue. Nevertheless, OC Small Paws **may need improvement** with consistency in having the mission statement be the same across all social media platforms. Currently there is a common idea of the mission statement on most of their social media counts. OC Small Paws **needs improvement** on communicating their unique services within their mission statement. Currently the wording of the statement could fit any other non-profit animal rescues that have the same goal.*

Current Mission Statement: "Our mission is to provide health care and temporary housing for homeless animals and actively search for loving, permanent homes for those animals in care." (Personal Observation, Volunteer Interview #1)

Strong:

- The mission statement clearly identifies their target market. (Personal Observation)
- The mission statement clearly communicates how they assist at risk and homeless animals. (Client Meeting #2)
- It clearly states what the organization's desired impact is. (Personal Observation)
- The missions statement is detailed in the services that are offered and what their objective is when taking in the animal (Personal Observation)

May need improvement:

- The current mission statement is not universal across all platforms of social media (Personal observation, Volunteer Interview #1).
- Communication of Missions Statement: The mission statement may need to be more visible on their website (Website #10).
- Mission statement could include the geographic area that they serve (Personal Observation).

Definitely need improvement:

- A modification of their mission statement is available on the Facebook page, but is not identical to the original mission statement (Personal Observation).
- The mission statement does not describe who OC Small Paws specifically serves (Volunteer Interview #1).
- OC Small Paws' mission statement does not explain why there is such a need for this service, especially foster care, and how it benefits both adopters and the animals (Personal Observation, Volunteer Interview #1).

B. Overall Assessment of Success Measurements

Personal Evaluation: OC Small Paws does a great job in being able to rescue animals in need of immediate housing and medical care. They currently do not have much promotion and awareness campaigns that share these achievements with potential adopters and fosters.

Overview: OC Small Paws highly values the success of cats finding nurturing, forever homes. While they continue to rescue and take in cats, they measure their success by the number of cats adopted each year. This may fluctuate year-to-year do to outside macroeconomic factors, but they consistently measure success by total adoptions. On their website they have a section called “Paws in the air” for any of the most recent adoptions at their Saturday adoption events. Other than this section however, OC Small Paws does not showcase any other successful stories or statistics on their webpage. At adoption events OC Small Paws does gather customer information, but nothing beyond the basics needed for adopting the cat. They do not currently have any surveys for customers to fill out; any information of customer trends comes from volunteers asking questions of the adopters. OC Small Paws does have Google sheets and tracking systems that allow them to total the number of adoptions per year and by whom the cat was adopted. They do utilize their social media pages to have more of an outreach on adoptions than their webpage. They also utilize PetFinder to post and track new listings for adoptable cats. OC Small Paws has the opportunity to better leverage their success stories to better communicate the information they have regarding success measurements.

1. Success Stories Assessment

Personal Evaluation: Adopters of OC Small Paws' cats has incredible stories to share that reveal the impact OC Small Paws has on both the adopter's life and the life of the cat they brought home. However, these stories are not currently being tracked and communicated as regularly and powerfully as they could be. OC Small Paws is **strong** in their wealth or stories and **definitely needs improvement** in regularly obtaining stories and communicating them within the organization, with volunteers, and with and donors.

Strong:

- Number of success stories from adoptions (Client Meeting #2, Survey)
- Webpage contains several successful pictures of adoptions (Website #3,4)
- Adopters are willing to share their stories in the hopes more cats will be adopted from OC Small Paws (Survey Respondent, Volunteer Interview #1, Staff Interview #1)
- Many of the volunteers are successful adopters through the organization and have stories to share (Client Meeting #2, Staff Interview #2, Foster Interview #1)

May Need Improvement:

- Not many entire success stories of these adoptions or services marketed on Facebook (Website #4).

Definitely Needs Improvement:

- They only have pictures and brief statements describing the success stories published on their website (Website 4, Personal Observation).
- No current gathering of adoption success stories following the adoption (Client Meeting #2, Volunteer #1).
- A need for publishing measurements that prove the organization has been more successful than last year (Personal Observation, Client Meeting #2).
- There is no current measurement system to specifically focus on donors, volunteers, and board of directors' success stories (Personal Observation, Client Meeting #2).
- Very few detailed success stories published on their social media channels (Website #3,4).
- No system that tracks or reports the number of animals returned or not returned to the organization (Personal Observation)

2. Output Measurements Assessment

Personal Evaluation: OC Small Paws does track basic information (contact information, etc.) after each adoption. The information gathered after the adoption goes into Google sheets that help OC Small Paws continually track the number of adoptions each year. OC Small Paws **could increase** output measurement by obtaining information such as how

many cats they save from shelters per month or year. The output measurement **definitely needs improvement** when tracking customer satisfaction or how customers hear about OC Small Paws.

Strong:

- Have quantitative measurements that track how many adoptions occur at each location and how many they adopt out each year (Client Meeting #1,2).
- In the year 2016 they had approximately 278 successful cat adoptions (Client Meeting #3).
- Currently in 2017 they have approximately 74 successful cat adoptions (Client Meeting #3).
- They have a system in place that allows adopters to return the cat back to OC Small Paws if they can longer take care of the cat (Client Meeting #2).

Definitely Needs Improvement:

- No tracking of how adopters hear about OC Small Paws (Client Meeting #2, Personal Observation).
- No tracking for follow evaluations/satisfaction of adopters (Client Meeting #2, Personal Observation)
- No current section on website describing these successful statistics (Website #4, Personal Observation)
- Minimal posts on Facebook or Instagram showcasing these successful statistics (Website #3, Personal Observation)

3. Outcomes Measurements Assessment

Personal Evaluation: OC Small Paws does a good job filing and gathering customer contact information after each adoption. They also have **strong** access to customer success stories. OC Small Paws **may need improvement** to collect more demographic information about each adopter. They may also need better follow up with the progress and needs of fosters'. OC Small Paws **definitely needs improvement** on developing a system that helps track customer feedback, trends, and areas for improvement. Employees also need to have a more clear direction when asking questions of the adopters to gather more information on customer decision-making.

Strong:

- They have a system that tracks adoptions and gathers email information to stay connected with the adopter (Client Meeting #3).
- They encourage their adopters to share their continued story (post adoption) on their social media page to show the success of both the adoption process and the well being of the cat (Personal Observation).

May Need Improvement:

- Collect more demographics from adopters beyond their name and gender (Personal Observation, Client Meeting #2, Volunteer Interview #1).
- Need a system to follow up with the progress and needs of fosters (Personal Observation, Survey Respondents).
- No system identifying or differentiating the success measurements of different cat breeds, genders, personality types, or cats with health conditions (Personal Observation).

Definitely Needs Improvement:

- No system that allows the organization to track the success of adoptions after the actual adoption (Client Meeting #1,2, Staff Interview #1).
- No consistent and updated survey that goes out to adopters to better understand customer trends, areas of improvement, or general customer feedback (Client Meeting #2, Personal Observation)
- No consistent system amongst employees to ask certain questions of adopters or potential adopters at Saturday events (Personal Observation, Client Meeting #2).

C. Marketing Decision Making Assessment

***Personal Evaluation:** OC Small Paws has a Director of Marketing, Jessica Colgan. She started working at OC Small Paws in 2014. Before Jessica, there was no designated person in charge of marketing or a marketing department. OC Small Paws is **strong** in their marketing efforts with timely and diverse social media posts and pictures showcasing the cats up for adoption. Nevertheless, they **may need improvement** in the way they strategically market their service on their social media platforms. They **definitely need improvement** in communicating output and outcomes to donors.*

Strong:

- They have a Director of Marketing consistently working on marketing campaigns and ideas (Client Meeting #1,2)
- They consistently post new and relevant information on their social media pages (Client Meeting #2, Staff Interview #2)
- They utilize PetFinder to promote the cats available for adoption (Client Meeting #2, Survey Respondents)
- They partner with other non-profit causes and organizations to help benefit and promote multiple movements in the local area (Website #3, Client Meeting #2).

May Need Improvement:

- Increasing the awareness of the cats available for adoption on their social media platforms (Website #3).
- Increased awareness of how to handle cats as pets versus other animals (Staff interview #1).
- Increased awareness and records of different cats' personalities (Staff Interview #1).

Definitely Needs Improvement:

- Increased marketing meetings and the sharing of that information with other departments (Client Meeting #2, Survey Respondents).
- Increased awareness of a clear marketing direction that helps with all areas of marketing not just fundraising (Client Meeting #2).
- More clarification and designated account for a marketing budget (Client Meeting #2).
- More support for the Director of Marketing to help generate new, competitive marketing strategies (Client Meeting #1,2, Personal Observation)
- Better communication amongst all organization departments
 - Helps with creating a clear staff vision (Survey Respondents)

D. Alumni Program Assessment

***Personal Evaluation:** OC Small Paws is very **strong** in making connections with the adopters as well as their staff. However, there is no current system in place to reach out to alumni past the adoption, donation, or volunteered time. OC Small Paws **may need to improve** this assessment in order to have a more clear understanding or plan of communication with alumni. OC Small Paws **definitely needs improvement** on having a physical system that tracks this data and allows them to build upon their strong networking skills.*

Strong:

- Strong networking skills amongst adopters (Survey Respondents)
- Strong social media presence (Personal Observation, Client Meeting #2)

May Need Improvement:

- More clear plan on how to best communicate with alumni (Survey Respondent, Client Meeting #2)
- Better understanding of how alumni want to be reached (Client Meeting #2, Board of Director #1)
- Not as many diverse options for alumni donations (money, toys, food etc.) (Survey Respondent)

Definitely Needs Improvement:

- No system in place for OC Small Paws to track alumni involvement (Personal observation, Client Meeting #2).
- No tracking of changing alumni preferences or satisfaction levels (Survey Respondents, Board of Director #1).
- No follow up program for getting connected with past customers (Personal Observation, Client Meeting #2)
- No system in place to follow up with individuals who left the adoption prior to completion and why. (Personal Observation)

E. Board of Directors Assessment & Satisfaction

Personal Evaluation: Currently OC Small Paws has a **strong** board of directors. They are all actively working or giving to the organization through their time and services. They **may need improvement** for how often they communicate new ideas with one another. OC Small Paws **definitely needs improvement** when evaluating and voicing satisfaction levels of members. They also need improvement with communicating new ideas and systems to the staff. I am currently waiting to hear back from them on a certain date and time for their next board meeting to attend to gather more information.

A. How influential are they in the decision making of the organization?

Board of Directors are:

- They are the final decision makers when it comes to any new initiatives in OC Small Paws (Client Meeting #3).
- Mary, the president of OC Small Paws ultimately makes the final decision and Elizabeth the vice president gives the green light to ideas that go to Mary (Client Meeting #3).
- Most of the new ideas do not generate from the board of directors, but instead are discussed and passed by the board (Client Meeting #1,2,3).

“I would say I'm not as involved with planning or creating new ideas so much as green-lighting those ideas with Mary, the President.” – Vice President

B. How well are they utilized throughout the organization?

Board of Directors are:

- Very well utilized throughout the organization as they are easily accessible by the volunteers and they are actively involved with new ideas or fixing problems within the organization. (Client Meeting #2, Personal Observation)
- They are extremely involved with planning and helping with adoption events as well as staying in constant contact with shelters to capitalize on new stories of cats who need rescuing. (Client Meeting #1)

“I handle more of the day-to-day operations of the group as if it were any other business (volunteers, fosters, adoption applications but also Franchise Tax Board and such).” – Vice President

C. What is their current satisfaction level?

The Board of Directors:

- Do not currently have any tracking system of their satisfaction levels; however they did mention that because they have a small board of directors this is how they believe they keep on top of how everyone is feeling. (Client Meeting #3)

Strong:

- Community environment and involvement of the board of directors (Client Meeting #3).
- Passion for helping as many cats find homes (Client Meeting #3).
- Working Board of Directors (Client Meeting #3).

May Need Improvement:

- Communication between board members regarding new ideas/ initiatives (Client Meeting #2).

Definitely Needs Improvement:

- No system evaluating board member satisfaction (Persona Observation).
- No consistent communication after board member meeting (Client Meeting #2).

F. Volunteers Assessment & Satisfaction

***Personal Evaluation:** OC Small Paws is **strong** in terms of volunteer interest in the organization. They have a strong presence in Orange County as well as other areas surrounding Orange County. Volunteers help socialize with cats outside of adoption hours, clean the cats' cages, help with adoption events, as well as foster cats in need. OC Small Paws **may need improvement** on communicating and setting more consistent protocols for volunteers at different adoption locations. OC Small Paws **definitely needs improvement** on communicating with volunteers. Different volunteers in the organization vocalized this need for improvement (Survey Respondents).*

I. How important are volunteers to the success of organization?

- OC Small Paws relies heavily on volunteers; specifically in regards to fostering cats as well as socializing with them before adoption (Staff Interview #1,2, Client Meeting #1,2, Personal Observation)

II. How are they coordinated?

- Their website is their main channel to provide contact information for new volunteers (Website #4, Personal Observation)
- Volunteers follow under and are directly informed from different kennel management at each location (Staff Interview #1)
- Vice President, Elizabeth Kianpour oversees new volunteers and contacts kennel managers letting them know of new volunteers coming into work (Personal Observation & Volunteering).
- OC Small Paws get a lot of volunteers from high school students as well as people who love cats and have several of their own (Client Meeting #1,2, Personal Observation, Staff Meeting #1,2).

III. What are their main responsibilities?

- Volunteers help socialize the cats during the week so that they get used to human interaction and care (Staff Interview #1)
- Volunteers come in once every morning and once every evening to clean the cats' cages during the week (Staff Interview #1, Client Meeting #1)
- Volunteers help promote adoptions on the weekends by helping potential adopters find their perfect match with a cat (Survey Respondents, Staff Meeting #1)
- Volunteers help partner with other local movements to help raise money and awareness to help the cats (Website #3)
- Volunteers help drive cats to veterinarian appointments or adoption events (Client Meeting #1)
- Volunteers help manage social media accounts and postings (Client Meeting #2).
- Volunteers are responsible for knowing each cat's unique personality and whether or not they will be a good fit for an adopter and their household (Staff Interview #1, #2).
- Volunteers help raise awareness of how to treat and approach cats prior to adoption (Staff Interview #1).
- Volunteers drive to pick a cat up from a local rescue before it is euthanized by the shelter (Client Meeting #2).

IV. Are there recruitment needs?

- The organization is trying to recruit more volunteers to pick up cats and take them to medical appointments (Client Meeting #1,2)
- OC Small Paws is trying to recruit more fosters (Staff Interview #2, Client Meeting #1)

V. How well are they utilized throughout org?

- There is a strong number of volunteers readily available on weekends to help with adoptions (Client Meeting #1, Personal Observation)
- There is a need for more communication voiced by volunteers (Survey Respondents)

"I would love for interaction between volunteers." – Volunteer

"More organized communication. We definitely have some gaps in the chain of communication sometimes." – Volunteer, Director of Marketing

- Volunteers want to be more informed of protocols as well as how to best handle paperwork for adoptions (Survey Respondents, Volunteer Interview #2)

"Communication and certain stores could use more protocols, specifically the HB store. For instance... a sign in and out sheet with room for notes would be good at this store so when volunteers come by they know when and if someone has been

there. It also helps to jot down notes so volunteers that come after know if there's specific things to look out for with certain cats.” – Volunteer

- Volunteers often times become fosters through the love for the cats in the rescue (Staff Interview #2, Foster Interview #1, Volunteer Interview #1)
- There is not much communication to volunteers for how to gather information from adopters other than basic demographic information (Client Meeting #2).
- There is no uniform protocol given to volunteers across the different adoption locations (Survey Respondents, Client Meeting #2)

VI. Is there any training?

- New volunteers are given direction by kennel managers at the different adoption sites (Personal Observation)
- No concrete system or process that new volunteers must learn before heading into his or her role (Personal Observation)
- Volunteers are not trained on how to follow up with past adopters or donors (Client Meeting #2)

VII. Satisfaction Level?

- No current system or survey in place to gather volunteer satisfaction (Personal Observation, Client Meeting #2)

G. Stakeholder Involvement & Satisfaction Assessment

***Personal Evaluation:** OC Small Paws is **strong** in getting volunteers and the board of directors to take ownership of the problems that the rescue faces. OC Small Paws **definitely needs improvement** on reaching out to donors and fostering those relationships so that they grow to be long term. They also need improvement on recruiting and retaining donor and alumni activity within the organization or even on social media platforms. Lastly, they need a system that will help them organize this type of involvement as well as satisfaction.*

Strong:

- Many volunteers are willing and able to help with adoption events on the weekends (Personal Observation, Client Meeting #1).
- Board of directors are very proactive and involved in the organization (Personal Observation, Client Meeting #2,3)
- Many volunteers take it upon themselves to foster or adopt cats from the organization (Foster Interview #1, Volunteer Interview #1)
- Volunteers motivate one another to take initiative when helping any cat in need (Staff Interview #2)

Definitely Needs Improvement:

- No current survey collecting volunteer, donor, or alumni satisfaction (Personal

- Observation)
- Little outreach and building of relationship with donors (Board of Director Interview #1)
- No effective alumni outreach or activity (Client Meeting #2)

H. Most Important Factors Influencing Decision to come to NPO

***Personal Evaluation:** OC Small Paws primary decision makers are the adopters of the cats. OC Small Paws has a **strong** community of cat lovers and adopters that vocalize their satisfaction with OC Small Paws. The organization **definitely needs to improve** on collecting information from their many adopters beyond their demographic information.*

Most Important Factors Influencing their Decision to Adopt: (Least to Greatest)

1. Close Location to Visit
2. Website Information
3. Outside Recommendations
4. Characteristics of Cats
5. Knowledgeable and Reliable Staff

Strong:

- OC Small Paws has many locations in the Orange County area for adopters to access and visit cats (Personal Observation, Client Meeting #1).
- Adopters are the first people to commend OC Small Paws for doing a great job with handling adoptions and caring for cats (Adopter Interview #1,2,3,4,5, Survey Respondents).

Definitely Needs Improvement:

- No data collecting surveys identifying areas adopters deem important when looking to adopt through a rescue (Personal Observation, Client Meeting #2).
- No surveys that help identify the unique needs that are being met through OC Small Paws (Client Meeting #2, Personal Observation, Volunteer Interview #1)

Influencing Factors: (All from Survey Responses)

- One of the first things adopters look for before adopting through a rescue is the character and personalities of the cats available (Survey Responses).
- Another factor that adopters look for before adopting through a rescue is knowledgeable staff (Survey Responses).
- Adopters identified that knowledgeable and reliable staff is one of the most important reasons why they adopted through OC Small Paws (Survey Responses).
- Adopters identified that friendly staff is one of the most important reasons why they adopted through OC Small Paws (Survey Responses).
- Adopters identified that interaction with cats at adoption events was one of the most important reasons why they adopted through OC Small Paws (Adopter

Interview #2,3, Survey Responses)

- OC Small Paws were the only rescue to respond in a time of need (Client Meeting #1,2, Volunteer Interview #1, Foster Interview #1, Staff Interview #2)
 - Rescuing a cat
 - Helping with feral kittens
 - Providing medical help
 - Providing resources that help come alongside an adopter to care for the cat

Needs Not Being Met:

- Better communication in the process before physically adopting the cat (Survey responses).

“Reduction of paperwork to a page or two. Perhaps have an iPad available to apply online while visiting cats.” – Adopter

“Being more reachable. I never received any paperwork for the two kittens I adopted and had to contact you too many times to get even a flicker of a response” – Adopter

“Responding promptly to inquiries.” – Adopter

- Descriptions of cats personalities available for potential adopters to see before visiting locations

“It would be helpful if there was a little description of each cat's personality. I came in looking at one cat and left with another. I would not have taken the second cat without a personal review from someone via phone.” - Adopter

I. Customer Satisfaction Assessment

Personal Evaluation: OC Small Paws has a **strong** database of customer contact information. Their customers have shared success stories in the past on OC Small Paws' social page following up after the adoption. They **may need to improve** on the content of their social media posts. OC Small Paws **definitely needs improvement** on regularly collecting customer satisfaction/dissatisfaction data.

Adopters “Likes” of OC Small Paws: (All Adopter Quotes) - Strong

- “Love and care of cats and kittens. Great foster network. Great healthcare for its cats. Caring and knowledgeable staff and volunteers.”
- “They explained the background of the cats I adopted and that helped me be patient with their transition to my home.”
- “Social media for such a small staff. Looking out for best interests of kitties.”
- “Knowledgeable about the animals at the adoption event.”

- “Help out at the beginning of an adoption. They are very accommodating and helpful when trying to find a cat that is right for you and how to adopt them.”
- “Responds quickly to email, able to answer questions about available cats.”
- “Caring for the cats and the adoption parents.”
- “They have a caring and friendly staff and/or volunteers.”
- “EVERYTHING! I mean it! You guys matched us PERFECTLY with our Salem! The process was quick and easy but extremely thorough. Within 24 hours, you contacted our references, were in touch with us, and we were able to welcome him into our home! You are friendly, super knowledgeable and caring about your animals, and professional. We loved our ENTIRE experience!”

Summary:

- Caring and having the best interest for the cats
- Matching cats with the right owners
- Knowledgeable and caring staff

Adopters “Dislikes” of OC Small Paws: (All Adopter Quotes)

- “Providing list of needs on website - I donate money through the website but would also like to be able to donate items (such as food) as well.”
- “Reduction of paperwork to a page or two. Perhaps have an iPad available to apply online while visiting cats.”
- “Being more reachable. I never received any paperwork for the two kittens I adopted and had to contact you too many times to get even a flicker of a response.”
- “Responding promptly to inquiries.”
- “It would be helpful if there was a little description of each cat’s personality.”
- “Fosters being able to put their opinions in about the cats and if they would be a good fit with the potential owners.”
- “Responding to inquiries regarding application status.”
- “Maybe have baskets with basic supplies available for purchase at events.”
- “Better discount on 2 pets.”

Summary:

- Convenience of adoption and gathering paperwork
- Better descriptions of cats’ personalities
- Better outlets/knowledge for giving back to OC Small Paws
- Basic supplies more accessible during adoption hours

May Need Improvement:

- Content on social media currently does not address changing customer needs (Personal Observation)

Definitely Needs Improvement:

- No survey in place collecting customer satisfaction or dissatisfaction data (Personal Observation, Client Meeting #2)
- No survey evaluating customer retention (Personal Observation)
- No survey collecting areas of high/ low importance of customers (Client Meeting #2)
- No place available for customers to constantly share success stories (Personal Observation)

Current Customer Satisfaction Tracking:

- OC Small Paws heavily relies on their Facebook page to share adoption success stories (Client Meeting #2)
- No other channels collecting or sharing these findings (Personal Observation).

J. Current Tracking/ Research System Assessment

***Personal Evaluation:** OC Small Paws has a **strong** marketing director who is actively involved in trying to find new ways to reach alumni and donors. OC Small Paws **definitely needs improvement** on gathering and accumulating specific data for marketing and strategic decision making purposes. Little budget however, put toward marketing efforts due to the high need for paying of veterinarian bills.*

Strong:

- OC Small Paws has a Director of Marketing actively taking classes and searching for new ways to increase fundraising and interaction with alumni and donors (Client Meeting #2).
- Customer complaints are handled privately through email with each adopter (Personal Observation, Survey Responses, Client Meeting #1)
- OC Small Paws heavily invests in customers' needs and complaints (Client Meeting #1, Survey Respondents)

Definitely Needs Improvement:

- No system in place that helps track marketing related success rates (Client Meeting #2)
- No system in place that tracks trends and preferences of alumni and donors (Client Meeting #2, Personal Observation)
- Marketing related efforts are solely based on the amount of adoptions gathered from a certain campaign (Client Meeting #2).
- Not much knowledge of marketing related strategies amongst staff beyond the Marketing Director (Client Meeting #2,3).
- Only two people in charge of creating and brainstorming new marketing related decisions (Client Meeting 2).
- No system and protocol that volunteers can consistently use to collect how

customers first heard about OC Small Paws (Personal Observation, Client Meeting #2)

- No system or survey on their personal website to collect customer information/ data (Personal Observation)

Tracking Systems that Would Benefit OC Small Paws:

- Customer Decision Making Data Collection
 - How the customer heard of OC Small Paws
 - What they look for before choosing to go with a certain rescue
 - Why they choose to adopt through OC Small Paws
 - What they could improve on
 - What they are doing well
 - What events were most beneficial to the adopter
 - What they would like to see at the events
- Customer Complaint Data Collection
 - Active location where customers can bring up complaints privately yet they will be addressed in a timely manner by certain staff
- Social Media Measurability
 - How many clicks were received when customers/potential customers viewed event listings or new adoption listings
- System that Analyze Best Customers Preferences
 - System that will analyze high traffic adoption areas
 - Track where most adoptions occur and why

K. Related Internal Problems and Issues

The following are other internal marketing related issues and problems that did not categorically fit in the preceding sections:

- No system tracking and describing the different personalities of the cats (Staff Interview #1, Personal Observation, Survey Respondents)
- No outlet for customers to search for cats' personalities before attending adoption events (Survey Respondents)
- No outlet for fosters to help describe the personalities of cats' to get them adopted (Adopter Interview #6)
- No proactive list or updated area of need for past alumni or donors to better engage with and support OC Small Paws (Survey Respondents, Personal Observation, Client Meeting #2, Board of Director Interview #1)

External Environment

Purpose: The purpose of this section is to provide insight on the current operations within the industry. This section also seeks to uncover potential problems, opportunities, or threats the organization may face.

A. Current Primary Target Market

Personal Evaluation: *OC Small Paws serves a specific target market through the way they operate and provide their adoption services.*

- OC Small Paws primary target market for any adopter/foster is one who lives specifically in the Orange County area (Client Meeting #1,2).
- OC Small Paws primary target market for partnering with a shelter is those who have a large influx of cats being taken in but not being adopted out (Client meeting #1,2)
 - Shelters surrounding the Orange County area with high cat euthanasia rates
- Their target market is not limited to just people with only cats in their home (Survey Respondents, Staff Interview #1)
- Their target market is not limited to age, but how much time is available from that person to properly meet the cat's proper physical and emotional needs

B. Level of External Dependence

Personal Evaluation: *OC Small Paws is **highly dependent** on donations and government grants for most of its funding. They are **highly dependent** on fosters and volunteers to help care for and transport the cats during the transition from rescuing to adopting. Lastly, they are **highly dependent** on Petco to allow them to host adoption events on the weekends.*

- OC Small Paws receives the majority of their funding from donations (Client Meeting #1).
- OC Small Paws also relies on government grants to help pay for the expenses to take care of the cats after their rescuing (Client Meeting #2).
- Most of the donations that come to the organization are from past adopters/alumni (Client Meeting #2).
- OC Small Paws partners with other local charities to help raise awareness and funding (Website #3,4)
 - Currently: Amazon Smile and Angel Bins
- Partnering with Petco to help house cats as well as host adoption events on Saturdays (Client Meeting #2)
- OC Small Paws utilizes Paypal to help collect monetary donations through their website (Website #4)
- OC Small Paws provides readily available applications for anyone looking to help

volunteer or foster cats. (Website #4)

Summary: This is an area that OC Small Paws would like to see grow as soon as possible (Client Meeting #1,2, Board of Director #1). They rely heavily on these resources to stay in operation. The President recruits most of the fundraising, however OC Small Paws is trying to support this area better with stronger and more strategic marketing campaigns (Client Meeting #2).

C. Promotion (Non-Digital & Digital) Assessment

Personal Evaluation:

*New Customers: OC Small Paws is **very strong** in their promotion efforts to attract new customers (Client Meeting #3). These are the easiest customers for the organization to gather because they are more likely to get an adoption from someone who is looking for a cat, rather than someone who has already adopted through them. They are very strong in their social media activity to help promote new adopters. They constantly provide avenues for new customers to get involved, support, or adopt through the organization (Website #4, Client Meetings 1,2)*

*Existing Customers: OC Small Paws has a **strong** database of existing customers. However, they have expressed their need and desire to better reach out to alumni for donation or help with the organization (Client Meeting #2, Board of Director #1). There is not much currently in place to help continue building long term relationships with adopters (Client Meeting 2). OC Small Paws does however, have a great community of stakeholders and volunteers that love helping the organization as a whole wherever it is needed (Client Meeting #1).*

- Most current adopters first find out about OC Small Paws through seeing one of their weekend adoption events (Survey Responses).
- Current adopters also commonly have first found OC Small Paws through Petfinder (Survey Responses)
- OC Small Paws has tried to track the success of their direct marketing promotions, however the strategy was not strong enough to ever continue (Client Meeting #2).
- OC Small Paws does not currently have a tracking system evaluating their promotion strategies (Personal Observation, Client Meeting #2).
- Promotion Strategies are constantly changing (Client Meeting #2).
- The Director of Marketing is the primary person coming up with new promotion strategies (Client Meeting #2).
- The most common promotion used by OC Small Paws are digital promotion strategies (Personal Observation, Client Meeting #2).
- The promotions are usually directed toward one large group on social media platforms (Personal Observation).
- Most of the promotions are centered around areas close to Orange County (Personal Observation)

Non-Digital Strategies:

- OC Small Paws partnered with Angel Bins to help raise awareness and funding (Website #3,4)
 - Angel Bins is a for-profit organization that donates gently used shoes to third world countries
 - Align with the message of OC Small Paws in helping the community
 - People can come by and donate used shoes as well as check out the cats at the events.
- OC Small Paws also chooses to be a part of special events in the local area (Client Meeting #2)
 - These events usually host a few different pet rescues at a time
 - OC Small Paws is invited to these specific events
- OC Small Paws will give discounts to adoptions with more than one cat (Website #4, Client Meeting #1)

Overall, their non-digital business strategies are hard to track because they change to new promotions, or they do not occur on a consistent basis (Personal Observation). The special events have not been overly efficient or effective due to the nature of the events they have been invited to (Client Meeting #2). Special Events also require OC Small Paws to shut down a lot of their normal adoption locations just to attend and be present at one main event (Client Meeting #2). The partnering with Angel Bins has not been overly efficient because people have to physically drive to different locations to donate the shoes (Personal Observation). If most customers were not already intrigued or ready to adopt, they most likely would not go to an event to drop the shoes off. Lastly, the promotion when buying multiple cats is already contingent on the adopter's preferences.

Digital Strategies:

- Partnering with Amazon Smile (Website #4)
 - Portions of any purchase via amazon can go to OC Small Paws
- Availability of Paypal for donations – Via Website (Website #4)
- Social media posts showcasing adoptions and some success stories (Website #3)
- Increased functionality and value of their website content (Client Meeting #2)
- Social media posts showcaseing new and interesting information regarding caring for cats (Website #3).
- Social media posts showcasing weekend adoption events and the cats that are available (Website #3)
- Partnering with Petfinder to increase the awareness of the cats available for adoption. (Client Meeting #2)
- Direct link on website to cats that are available for adoption. (Website #4)

Overall, OC Small Paws' digital promotion strategies are strong. They directly interact with current and potential adopters. They are the most efficient channels to attract new adopters besides word of mouth promotion. The promotions are timely and relevant for

past adopters and for those who are looking to adopt. Each of these types of promotions is consistent throughout the organization. They are more easily traceable overtime. They also make it quick and easy for potential donors to get involved.

D. Competition Assessment

Direct Competitors: MeoowzResQ, Forever Home Cat Rescue

Competitor #1: MeoowzResQ– Is a no kill cat rescue in **Orange County** that too does **not have a base location**, but host adoption events at Petco/Petsmart on the weekends (Sat/Sun). They have a clear tab on their webpage that lists and thanks their corporate donors (Website #8). On their donor page they also list the number of cats they are able to save due to these donations (Website #8). Their **mission statement is three short bullet points instead of one statement**. They also include their entire inception story on their webpage so that those who visit understand what their organization’s vision is (Website #8). **They post their adoptions on their webpage, Facebook, PetFinder, AdoptaPet.com, and craigslist**. They showcase the cats success stories through their “then and now” section on their webpage. Lastly, on their home page they clearly list their success rates of how many cats they save per year (Website #8).

Mission:

- a. To rescue and rehabilitate abused, abandoned, and neglected cats and kittens, and provide temporary homes.
- b. To facilitate adoptions to safe, loving, permanent homes.
- c. To help reduce pet overpopulation through spay/neuter of our rescues and low cost spay/neuter referrals to the public.

Awareness:

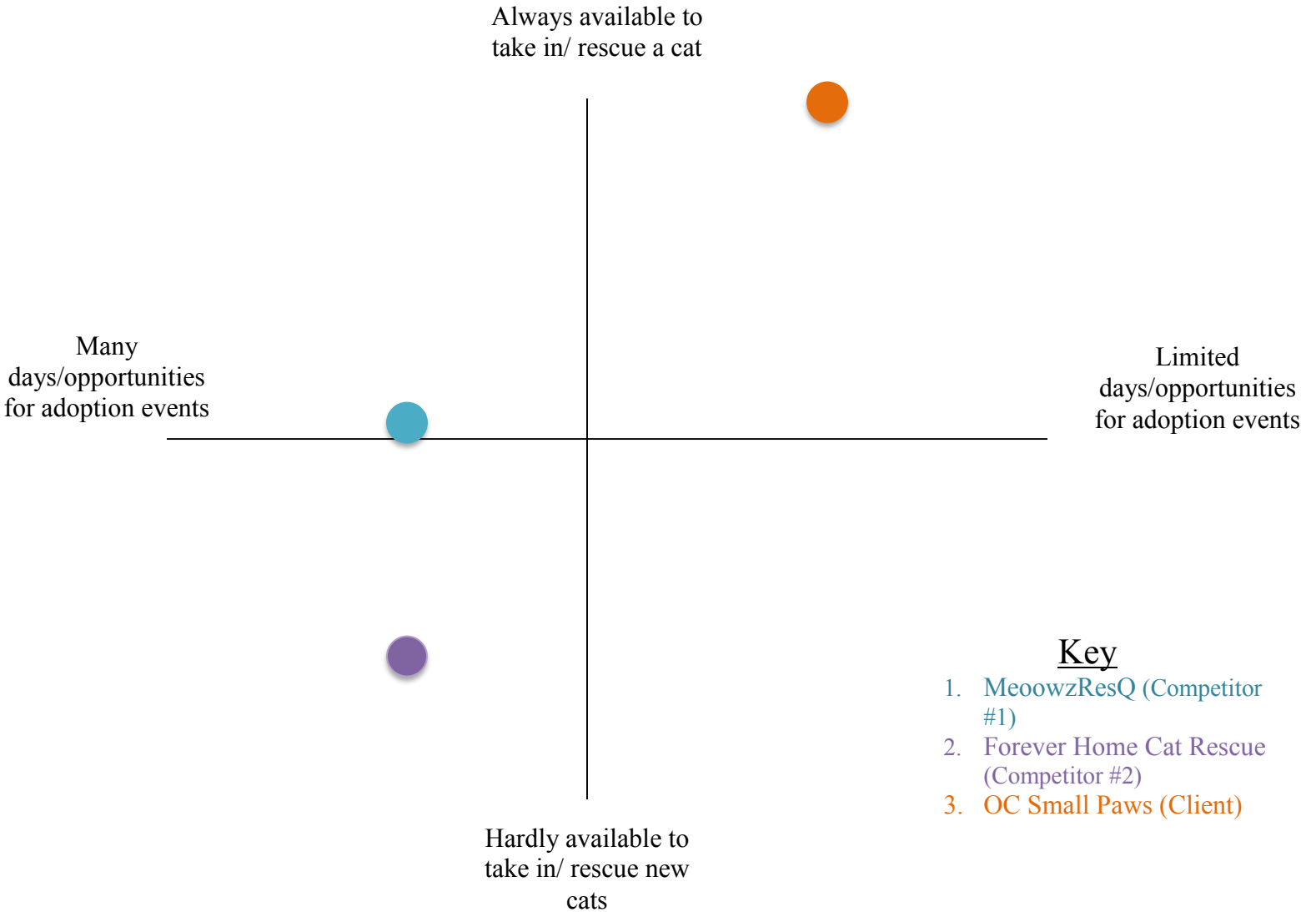
- Hold kitten and cat adoption events in Anaheim, Santa Ana, Fountain Valley, Lake Elsinore, San Clemente, Orange, Riverside, Riverside Orange Crest, Buena Park and Whittier. (Website #8)
- You can view our listings here on our Website, at PetFinder, CraigsList, Adopt-A-Pet, or Facebook. (Website #8)
- Entire inception story under tab “How MeeozresQ Began” – Officially began around 2001
- Host adoption events at Petco/Petsmart
- Includes a link to Facebook, Twitter, LinkedIn, and Pinterest

Competitor #2: Forever Home Cat Rescue – Is a no kill cat rescue in **Orange County** that too **does not have a base location**, but host adoption events at Petsmart on the weekends (Sat/Sun). They have a reply space at the bottom of the page for people to respond about rescuing cats or notifying the shelter for cats in need of help (Website #5). They **utilize Petfinder and their webpage** to list their cats available for

adoption. Forever Home Cat Rescue also lists a **wish list** alongside their message for donations (Website #5). This helps give many options for how a person is able to help and aid the organization. This organization also utilizes **amazon smile** to help generate more donations (Website #5). They **do not list their mission statement** anywhere on their webpage. It does seem like they get a lot of customer traffic, however do to their limited space to house cats they have had to turn customers away (Website #5). Lastly, they do not list any statistics of how many cats they are able to save each year on their webpage.

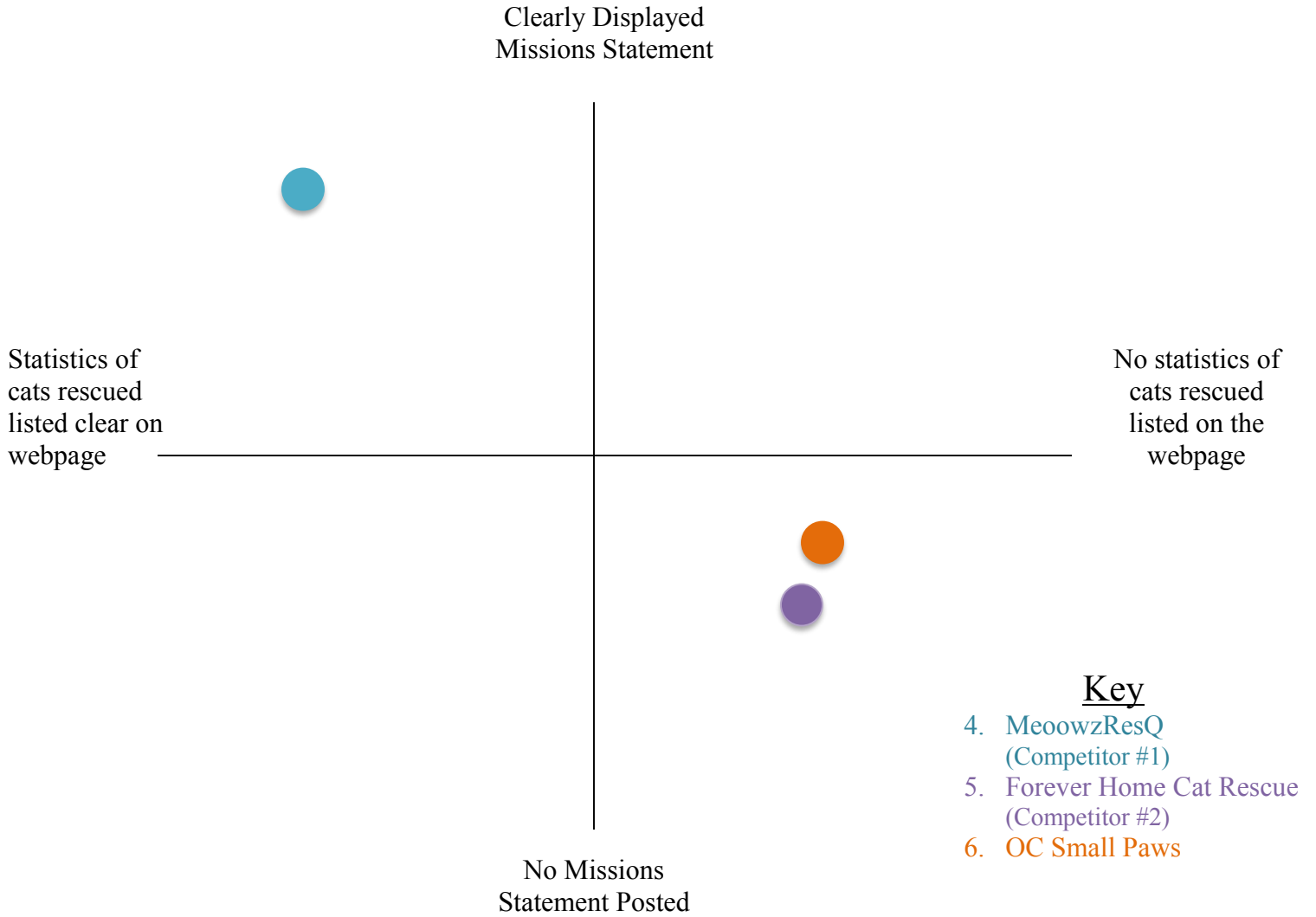
Awareness:

- We hold adoption events every Saturday and Sunday inside these Petsmart stores from 12:00-3:00pm:Lake Forest, Foothill Ranch, Rancho Santa Margarita
- During the week, we show our cats by appointment only. (Website #5)
- Timely updated events listed on their webpage (Website #5)
- Utilize Petfinder and their page for adoptions
- No listing of inception story
- Include links to Facebook and Instagram on webpage



Reason for Positioning:

MeowwzResQ is placed in the middle on their ability to take in cat because there is no clear indication that they are limited on space. They do however operate adoption events both days on weekends. Forever Home Cat Rescue is very similar in that they operate adoption events both days on the weekends, however they are more limited in their ability to take in more rescued cats or cats in need. OC Small Paws is listed very high on their willingness and availability to take in new cats. Many volunteers or customers have stated that OC Small Paws is the only cat rescue to have answered or agreed to help in their time of need (Volunteer #1, Staff #2, Client Meeting #2). However when compared to their competitors they only host adoption events on Saturdays.



Reason for Positioning:

MeowwzResQ is placed very high on both sharing a clear missions statement as well as posting their success rates of being able to save cats each year (Website #8). On the other hand OC Small Paws and Forever Home Cat Rescue do not post their missions statement on their webpage or any statistics related to the number of cats they rescue and adopt out each year (Website #4, 5).

E. Price Assessment

OC Small Paws Current Pricing Strategies:

- Adult Cats (Over 6 months old) - \$140 (Client Meeting #1)
- Kittens (Under 6 months old) - \$160 (Client Meeting #1)
- All services are included in the price of the cat: (Website #4)
 - FeLV/FIV test
 - Microchip
 - Spay
 - Neuter
- Discount for adopting multiple cats (Website #4)
- They view their breakeven point as the cost of taking care cats equaling the total amount of money raised through donations and through adopting out the cats (Client Meeting #2)
- It is not feasible to change their pricing strategy due to the vet bills they have to pay and the cost of taking care of the cats before they get adopted (Client Meeting #2).

F. Place and/or Partnership Assessment

- OC Small Paws serves the Orange County area, as well as surrounding cities: Costa Mesa, Huntington Beach, Lake Forest, Mission Viejo, Santa Ana, Westminster (Website #4)
- OC Small Paws does not have a physical location where they host all adoptions or care for the cats (Client Meeting #1).
- Strategic Partnerships: OC Small Paws partners with Petco, South Orange County Animal Hospital, and Puppy Place in Main Place Mall to host adoption events (Website #4).

“This strategy (multiple locations) allows for our services to better reach the community. We get more cats adopted through these locations than pouring into one pet expo.” – Director of Marketing

- Current Partnering with For Profit: Angel Bins
 - For every pair of gently used shoes that is donated, Angel Bins will give back proceeds to OC Small Paws
- Current Networking with For Profit Shelters: Downey Shelter
 - This shelters give over cats to OC Small Paws that are on the verge of euthanasia or death because of illness
 - They give cats to OC Small Paws because of their limited space and resources
- Strategic Partnership: Petfinder
 - This site is one of the most heavily visited sites to find adoptable animals (Client Meeting #2).

- Many of OC Small Paws competitors also use this site to list adoptions (Personal Observation)
- Strategic Partnership: Amazon Smile
 - A portion of someone's proceeds benefits OC Small Paws' organization

G. Political/Legal Impact Issues

- "Every person owning or having custody of four (4) or more licensed dogs or four (4) or more cats, over the age of four (4) months, for any purpose shall procure an animal permit from the Director". (Website #6)
- Cat licensing is an option in Orange County but encouraged (Website #6)
- Code requirements for pets are in place for two reasons: "To ensure people aren't creating a nuisance on their property, and to make sure animals housed in large populations are well cared for." (Website #6)
- If the government or city were to find out that some volunteers, including the president and vice president, had too many cats in their home, they could face a fine and violation. The cats would then be confiscated. (Client Meeting #2)
- They can apply for government funding (Client Meeting #1).
- Different cities have different limitations on the number of pets per household (Client Meeting #2).
- Caging or housing systems should provide adequate space and accommodate appropriate population densities, allow animals sufficient freedom of movement, permit normal postural adjustments, and include a resting place appropriate for the species being housed. (Website #7)
- Five Animal Freedoms to which every animal is entitled: 1) Freedom from hunger and thirst, 2) freedom from discomfort, 3) freedom from pain, injury, or disease, 4) freedom to express normal behavior, 5) freedom from fear and distress (Article #7)
- Government trends are for the support and care for animals in the process of adoption (Personal Observation)

Implications:

OC Small Paws must ensure their facilities are safe and well equip to care for and strengthen the wellbeing of the cats in process of adoption. The staff leaders must also have training on what to do in an emergency with cats who are close to euthanasia, but can not be picked up by certain volunteers do to number of cats that volunteer has in their household. These leaders also need to communicate the proper safety instructions to the volunteers so that there are no code violations regarding the cats' living space. Each adoption and rescue in progress must be well thought out and the staff must be well trained to handle any situation that comes their way. Lastly, the staff leaders must be very knowledgeable of each city's limits for how many cats are allowed per household.

H. Social/Cultural Environment Assessment

- Almost half (46 percent) of young adults view shelter animals as less desirable than those from breeders. And nearly 40 percent don't believe homeless animals

are at risk of being killed, but will remain in a shelter until they are adopted. (Article #11)

- 86 percent of Americans are advocates of shelter pet adoptions, but only 60 percent would personally try adopting over purchasing. One reason for this is that many people are looking for a particular breed and are unaware there are breed-specific rescues for most popular breeds, and that shelters also receive purebred dogs. (Article #11)
- How Current Advertising Affects Perception: Making potential pet owners feel guilty may increase donations to animal shelters, but it is clearly not translating to a positive public perception of shelter pets, or to an increase in adoption rates. (Article #11)
- Rescues are a necessity in the animal adoption industry because they take in shelter pets that are close to euthanasia and give them a new chance at adoption or a forever home with the organization (Client Meeting #2)
- Rescue movement has become trendier: "The metro's huge demand for rescued dogs is fueled by a new generation of owners who like the idea of having a pet with a back story." (Article #12)
- H.Res.133 - Expressing support for designation of April 11 as "National Pet Adoption Day" and the month of April as "National Pet Adoption Month" to highlight the important role pets play in the lives of United States citizens. (Personal Observation)
- Future Trends: Adopting or fostering pets with a back story is becoming more appealing in the eyes of an adopter (Personal Observation, Article #20)

Implications: OC Small Paws must show and communicate the value that comes from helping cats in need of forever homes. They also must show continual evidence of the breakthrough cats have by being able to adjust and settle into a home. Currently society has mixed views towards rescues as there is still a transition in understanding that these pets are not left overs or poorly trained animals. Overcoming societies concerns with shelter and rescue animals is a challenge for OC Small Paws.

I. Vital Industry Statistics

- The younger the cat, the shorter its LOS (length of stay) at both the TCSPCA and the traditional shelters examined. (Article #1)
- Male kittens and cats had a significantly shorter LOS than females of the same age in both shelter types. (Article #1)
- Coat shade was positively associated with LOS among the TCSPCA cats; as the shade increased (or darkened), so did LOS. (Article #1)
- There are about 13,600 community animal shelters nationwide that are independent; there is no national organization monitoring these shelters. (Article #3)
- 1.4 million cats are euthanized each year (Article #3)

- Of the cats entering shelters, approximately 37% are adopted, 41% are euthanized, and less than 5% of cats who came in as strays are returned to their owners. (Greater percentage difference than dogs) (Article #3)
- Approximately 40% of pet owners learned about their pet through word of mouth. (Article #3)
- When asked what the traits or reasons were that participants thought would positively influence them to adopt a particular cat, responses indicated that “It behaves friendly toward me” had the highest percentage of respondents, 81% (Article #5)

II. Marketing Area Analysis

Purpose: This section summarizes the information located in the situational analysis. It also serves to categorically display the strong areas, areas that need improvement, and areas that need to be continually monitored in the future.

A. Very Strong & Strong Areas

- The mission statement clearly identifies their target market
- The mission statement clearly states what the organization's desired impact is
- Number of success stories from adoptions
- Many of the volunteers are successful adopters through the organization
- Have quantitative measurements that track how many adoptions each year
- They have a system in place that allows adopters to return the cat back
- They encourage their adopters to share their continued success story
- They have a Director of Marketing consistently working on marketing campaigns
- They utilize PetFinder to promote the cats available for adoption
- Community environment and involvement of the board of directors
- Strong social media presence
- Many volunteers are willing and able to help with adoption events
- Board of directors are very proactive and involved in the organization
- Many volunteers foster or adopt cats from the organization
- Volunteers motivate one another to take initiative when helping any cat in need
- Has many locations in the Orange County area for potential adopters
- Adopters are the first people to commend OC Small Paws for doing a great job
- OC Small Paws heavily invests in customers' needs and complaints
- Working Board of Directors

B. Areas that may need improvement

- The current mission statement is not universal across all platforms of social media
- The mission statement could be more visible on their website
- More full success stories of these adoptions or services marketed on Facebook
- Collect more demographics from adopters beyond their name and gender
- Need a system to follow up with the progress and needs of fosters
- Increased awareness of how to handle cats as pets versus other animals
- Better understanding of how alumni want to be reached
- Only two people in charge of creating and brainstorming new marketing ideas
- Communication between board members regarding new ideas/ initiatives
- Content on social media currently does not address changing customer needs
- No system evaluating board member satisfaction
- The mission statement does not mention a specific geographic area

C. Areas that definitely need improvement

- The mission statement does not describe who OC Small Paws specifically serves
- No tracking of how adopters hear about OC Small Paws
- No tracking for follow up evaluations/satisfaction of adopters
- No current section on website describing successful statistics
- No consistent and updated survey that goes out to adopters
- No consistent system amongst employees to ask certain questions of adopters
- Better communication amongst all organization departments
- Little outreach and building of relationship with donors
- No data collecting surveys identifying areas adopters deem important
- No surveys that help identify the unique needs that are being met
- No place available for customers to constantly share success stories
- No system in place that tracks trends and preferences of alumni and donors
- No system and protocol that volunteers can consistently use to collect data
- No consistent form of communication between different departments within the organization.

D. Areas that need to be continually monitored (future)

Related Internal Problems:

- No system tracking and describing the different personalities of the cats
- No outlet for customers to search for cats' personalities before attending adoption events
- No outlet for fosters to help describe the personalities of cats' to get them adopted
- No proactive list or updated area of need for past alumni or donors to better engage with and support OC Small Paws

III. Primary/Major Marketing Goals for Next Year

Purpose:

The purpose of this section is to provide marketing goals beginning in June 2017. The goals are based directly on the information presented in the Marketing Area Analysis and are divided into three categories: Immediate, Short-term, and Long-term.

A. Immediate

- The mission statement of OC Small Paws should specifically mention how they serve the Orange County area
- OC Small Paws should begin researching adopter trends and how they first heard of the organization
- OC Small Paws should look into creating a survey that consistently collects relevant data for the organization
- OC Small Paws should consistently gather successful statistics and stories and share them both internally and externally
- Implement a consistent system amongst employees to ask certain questions of adopters
- Implement different systems that promote better communication amongst all organization departments
- Implement an outreach system to build relationships with donors
- Begin identifying areas that adopters deem important
- OC Small Paws needs to share the unique needs that are being met
- Implement a system that tracks trends and preferences of alumni and donors
- Implement a system and protocol that volunteers can consistently use to collect data
- Increased communication between board members regarding new ideas/ initiatives

B. Short Term

- Consistently display mission statement across all platforms of social media
- OC Small Paws should display their mission statement more visibly on their website
- Implement a system to collect more demographics from adopters
- Implement a system to follow up with the progress and needs of fosters
- Provide more awareness of how to handle cats as pets versus other animals
- Track how alumni want to be reached through how effective the newsletter emails are
- Hold marketing meetings that allow more staff to be involved in marketing decision making
- Implement a board member satisfaction survey or tracking system

C. Long Term

- Implement a system to track and describe the different personalities of the cats
- Provide an outlet for customers to search for cats' personalities before attending adoption events
- Possible outlet for fosters to help describe the personalities of cats' to get them adopted
- Proactive and updated list of past alumni or donors in order to better engage with and support OC Small Paws

IV. Marketing Strategies

Internal Marketing Strategies

A. Proposed Mission Statement & Why

OC Small Paws' Current Mission Statement: "Our mission is to provide health care and temporary housing for homeless animals and actively search for loving, permanent homes for those animals in care." (Personal Observation, Volunteer Interview #1)

Content Strategy:

Problem Addressed: Mission statement does not speak to the specific target community of OC Small Paws

Recommendation #1: Revise the current mission statement to include the community of adopters OC Small Paws seeks to serve.

Mission Statement Option #1:

"Our mission is to provide health care and temporary housing for homeless animals in Orange County. We actively search for loving, permanent homes for those animals in care."

Benefit of Option #1: It keeps the same mission statement in place, but it specifies the region that OC Small Paws is specifically serving.

Mission Statement Option #2:

"Our mission is to actively search and provide loving, permanent homes, as well as healthcare and temporary housing needs for animals in Orange County."

Benefit of Option #2: This mission statement communicates the work that is being done through OC Small Paws right out of the gate. It also finishes nicely with the region and niche they serve in the market.

How: If feasible to add a local mission statement to the current corporate one, bring the proposed mission statement to a staff meeting and detail why it is important to more clearly specify OC Small Paws' mission within the community.

Why: OC Small Paws will benefit internally and externally by more clearly defining their mission. Internally, employees will better understand their purpose within the

organization. Externally, customers, donors and other stakeholders will be able to understand the cause of the organization and how they can play a part in it.

Communication Strategy:

Recommendation #2: OC Small Paws needs to have a uniform mission statement across all platforms.

How: Through the marketing staff, the current mission statement can be added to all platforms such as social media and their website. In a meeting the staff can discuss the best place to put the mission statement on the website as well as how to display it on their Facebook page. Jay can head this movement, as she is the one most involved with re-structuring and communicating it on their platforms.

Why: OC Small Paws will benefit internally and externally by having a more clearly displayed and uniformed mission. Internally, employees will better understand and know their organizations mission as the motivated purpose behind the organization. Externally, customers, donors and other stakeholders will be able to understand the cause of the organization and how they can play a part in it.

B. Importance of Establishing Success Measurements

Why Important: OC Small Paws does incredible work around the Southern California region with their efforts in rescuing, caring for, and placing animals in loving, forever homes. Cats that normally would be euthanized or put to the streets are taken in and given proper housing, feeding, and care. They rescue several cats that are at risk of abandonment from their owners or at risk because of an illness. They respond and are willing to help everyone who reaches out to them. People give to people, and people give to success. The number of animals saved and in loving homes are all decision makers for stakeholders of OC Small Paws. These measurements ultimately help motivate employees, direct decision-making, and help identify areas of improvement. It is important that OC Small Paws continue to track and share their success stories, outcomes, and outputs with their stakeholders because it not only shows OC Small Paws' commitment to success but it also allows the stakeholders to be a part of the community they love to serve.

Overview: OC Small Paws plans to continue to track the number of cats they rescue from local shelters as well as the number of cats they adopt out each year. Pre and post surveys along with systems for collecting outputs will be key data gathering areas. Infographics will also be a huge aspect in being able to share these measurements with their desire audience. These systems overall will help OC Small Paws continue gather and manager their success measurements.

Bi. Proposal for Utilizing Success Stories

Content Strategy:

Problem Addressed: There is no consistent gathering of success stories from cat adopters. There is a need to get more written/emailed evidence of current OC Small Paws' customers and how the organization is impacting and shaping the lives of the cats they rescue as well as the adopters they live with.

Recommendation #1: It is recommended that OC Small Paws give adopters the opportunity to share their story. Sharing these stories gives a face to OC Small Paws. This is important because it gives current adopters the opportunity to reach other potential adopters/customers within their community.

How:

Step 1: OC Small Paws' social media staff and kennel managers can announce the opportunity to share adoption success story on their Facebook and Instagram accounts, as well as through a follow up email after their adoption. They can also offer that the adopter will receive a new cat toy or other small prize for submitting their success story. OC Small Paws can also choose to add a section on their website that can automatically submit these stories so that their alumni are brought back to their website and can easily type in their story.

Step 2: Over the next few weeks after the adoption, adopters can take the time to fill out the form (next page) or write their success story in a different format such as typed or handwritten. When they have finished completing the form, they will turn it into any OC Small Paws staff or submit online/through email.

Step 3: OC Small Paws staff will then file and record the completed success stories in a shared document.

Step 4: The Marketing Manager will collect the complete success stories, type them up, and use these responses on the Facebook page, appeal letters, e-mail newsletters, and on the website.

Why: This is a great way for OC Small Paws to obtain success stories from the unique voices of the adopters. This saves time for the Marketing Director, who is responsible for obtaining success stories. This can help OC Small Paws' generate a source of fundraising. The success stores help tell OC Small Paws' powerful impact on the cats they rescue and serve. It also helps increase the relevance and currency of the success stories used in social media posts and on the website.

The following page contains a Success Story Template.

SEE NEXT PAGE



Share Your Story With Us!

OC Small Paws would love to share your story with the local community and to encourage others. If you feel comfortable with sharing, please take a few minutes to let us know how OC Small Paws has impacted you and your new kitty's life!

Name: _____

Email Address: _____

I give OC Small Paws permission to publish my story on their website: **Circle** YES NO

I give OC Small Paws permission to publish my story on their social media: **Circle** Yes NO

Signature: _____

Date: _____

Communication Strategy:

Examples of how to share success stories on website:

Example from Lucky Dog Animal Rescue and Animal Advocates of the United States

These organizations use photos to tell stories and quotes to complete the story, which cause the viewer to stop and think about the cat that was rescued, and how its story has also brought joy to its new adoptive family. OC Small Paws can greatly leverage the strength they have from all of their successful adoptions by sharing these stories. Posting stories in this format once a week on Facebook and Instagram as well as featuring them on their website with their direct quotes could be extremely beneficial to the organization.

Lucky Dog Animal Rescue:

The screenshot shows the website for Lucky Dog Animal Rescue. The header is green with navigation links: Adopt, Donate, Volunteer, About, Resources, Shop, Blog. Below the header is a breadcrumb trail: Home | Adopt | Success Stories. The main heading is "Success Stories" with a sub-heading "Do you have a Lucky Dog? Share Your Story with us!". There are three success story entries, each with a photo and a short text description:

- Success Story - Dali (fka Dali):** Dali my "angel" has been such a comfort throughout these past few months. He has a wonderful, sweet and funny personality.
- Success Story - Slater (fka Marx):** Update on Slater: Finished Therapy Dog training, now visiting Cancer Kids all over the country. Making huge differences, creating wonderful smiles! Here at The Children's Hospital of Philadelphia.
- Success Story - Ruby (fka Ruthie):** We were looking for a friend for our other rescue. I saw Ruby's (fka "Ruthie") face on your website and fell in love. She has been the best companion for her brother, and just the most incredible dog. As you can see from the picture, that chair is her favorite place to perch. She also loves t

On the left side of the page, there is a logo for Lucky Dog Animal Rescue, social media icons for Twitter, Facebook, Instagram, and YouTube, a "Get Lucky Adopt Today!" button, a "Donate Now" button, and a "Join our Mailinglist" section with a text input field for an email address.

Animal Advocates of the United States:

The screenshot shows the website for Animal Advocates of the United States. The header is dark teal with navigation links: HOME, ABOUT US, ADOPTABLE PETS, PROGRAMS/EVENTS, DONATE, VOLUNTEER, CONTACT US, BLOG. Below the header is a breadcrumb trail: Home Page > Success Stories. The main heading is "Success Stories". There is a photo of a dog named Millie, and a short text description:

Millie - From Homeless Street Dog to Beloved Pet
Millie was a homeless street dog from Tijuana, Mexico when our volunteers rescued her from starvation and a daily struggle for survival. Like Millie, so many street dogs and cats in Mexico are gentle, sweet and fun creatures who just need a kind soul to help them. Millie's mom says -- "Millie has been the absolute best dog, with endless energy, so funny and fun. We enjoy each and every day we spend with her." Each year, our volunteers rescue, rehabilitate and find homes for thousands of street dogs and cats just like Millie. With your support we can help many more Millies. Thank you.

On the right side of the page, there is a "Programs by Category" section with a list of categories:

- > Adoption
- > Adoption Events
- > Food/Medical Care
- > Foster Program
- > Fundraising Events
- > Nursery-Senior Care

Goals for Marketing Meeting:

OC Small Paws can set specific goals for marketing meetings to go over the success stories and see the constant feedback left by their happy adopters. This helps OC Small Paws evaluate areas of strength. These stories also help strengthen their brand image through relevant story telling on media channels.

B2. Proposed Output Measurements

Content Strategy:

Purpose: Output measurements are important to communicate the success of the organization in an empirical way. Tracking how many cats are rescued from shelters, how many cats received life saving medical treatment, and how many cats found loving, forever homes will demonstrate internally and externally the tangible work OC Small Paws is doing. Potential adopters, employees, volunteers and donors need to know the effect OC Small Paws is having in the community.

Problem Addressed: Although OC Small Paws knows how many cats they help and adopt out; there is no current consistent accumulation of these numbers. Likewise, there is tracking of how many volunteers are at each sight but there is no main database to accumulate the number of hours they help and take care of the cats in need. There exists a similar problem in competitors' programs.

Recommendation #1: Consistently gather and track output numbers of how many cats come through OC Small Paws across all different shelters and Southern California residents. Track where the cats are coming from, what types of help is being offered, volunteer involvement and how much work is being done. This can be done through a shared excel spreadsheet or Google Sheet within the organization.

Output Measurements to be tracking:

Cats Rescued and Adoption Program:

- Number of cats rescued
- Percentage of successful adoptions and cats that found their forever homes (not returned to the rescue)
- Number of cats taken in with illness

Program Relations

- Number of events hosted/attended
- Number of partnerships with other charities or non-profits (Ex: Angel Bins)

Volunteers

- Number of volunteers
- Number of volunteer hours

Fosters

- Number of fosters

Donors

- Amount of donated funds
- Number of donors
- Amount of donations through Amazon Smile
- Amount of donations provided through partnerships with other programs

How: The important thing is to make sure that all departments are tracking these as they happen, in real time. It would be much more beneficial to track these as they happen rather than backlog them. This also helps OC Small Paws see how they are doing at any given time. Use Microsoft Excel or Google Sheets to track these numbers within each department. Someone within each department will be in charge of inputting these numbers as they happen.

Why: These outputs are significant in showing the success of the organization in accomplishing its goals. It is important to record the yearly output measurements because it is an organized way to keep track of the accomplishments of the organization. This information can then be communicated to stakeholders and donors in a way that is consistent. These numbers can be used for the website and all company literature so that the numbers being communicated are consistent across all different modes of communication.

Below is an example of a form that could be used to track output measurements

The screenshot shows a Google Sheet titled "OC Small Paws Output Measurements". The sheet has a menu bar (File, Edit, View, Insert, Format, Data, Tools, Add-ons, Help) and a toolbar with various icons. The main grid has columns for months (January to September) and rows for different categories of output measurements. The categories are: Cats Rescued & Adoption Program, Program Relations, Volunteers, Fosters, and Donors. Each category has specific metrics listed in the rows.

	A	B	C	D	E	F	G	H	I	J
1		January	February	March	April	May	June	July	August	September
2	Cats Rescued & Adoption Program									
3	# of cats rescued									
4	% of successful adoptions									
5	# of cats taken in with illness									
6										
7	Program Relations									
8	# of events hosted/attended									
9	# of partnerships with other charities									
10										
11	Volunteers									
12	# of volunteers									
13	# of volunteer hours									
14										
15	Fosters									
16	# of fosters									
17										
18	Donors									
19	Amount of donated funds									
20	# of donors									
21	Amount of donated funds through Amazon Smile									
22	Amount of donations through partnerships									
23										

Communication Strategy:

Problem Addressed: OC Small Paws currently does not have any consistent publishing of output measurements on the website, social media channels or other communication mediums.

Recommendation #2: Communicate output numbers directly on the website.

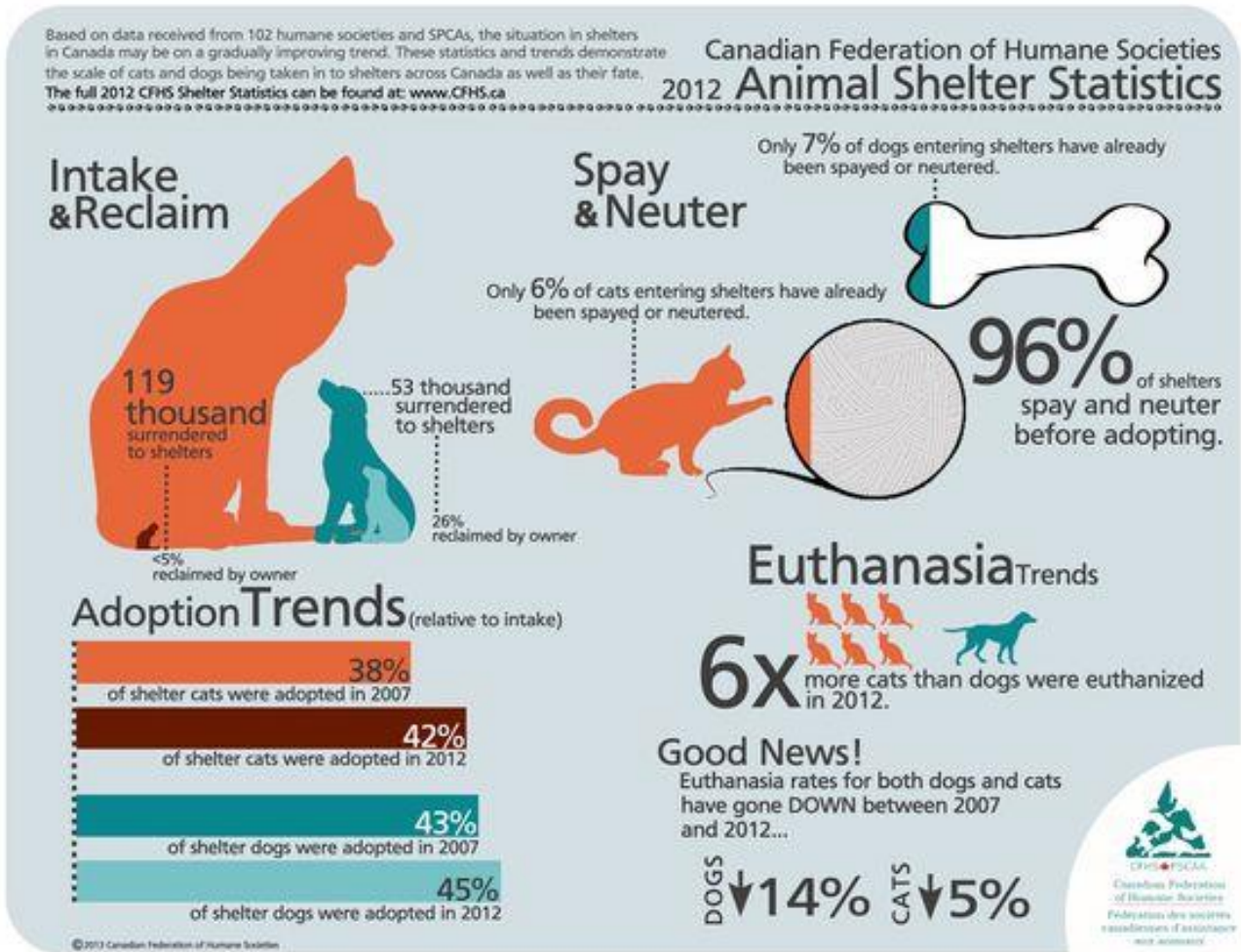
How: Use the tracked information from Recommendation #1 and display it on the website. Post quantitative measures directly on the home page of the website. OC Small Paws has the opportunity to integrate these outputs into success stories and use in infographics. Information graphics or infographics are graphic visual representations of information, data or knowledge intended to present information quickly and clearly.

The following measures should be recorded monthly in order to track the success of the program. However, the information should be updated on the website on a yearly basis. This allows stakeholders to see the success and growth of the organization each year. The Marketing Manager or Development Director should keep track of the outputs that will be placed on the website on an excel spreadsheet. Marketing interns could also be used to help with this process.

Creating a “Donor” page will also be necessary and important in order to show local donors how their contributions are making an impact. These should be updated on a monthly basis.

Below is an example of how the Canadian Federation of Humane Societies utilizes infographics to show direct, current, numeric outputs as evidence to their success.

SEE NEXT PAGE



Problem Addressed: OC Small Paws does not currently post any of their success outputs on their website.

Recommendation #3: Use visuals to display outputs

How: Utilize the following suggested infographic and visual tools to create stimulating graphic representations of OC Small Paws' success and outputs.

Suggested Infographic & Visual Tools:

1. Visme (www.visme.com)
2. Easel.ly (www.easel.ly)
3. Piktochart (www.piktochart.com)
4. Infogr.am (www.infogr.am)

Recommended Infographics Tool is Canva (www.canva.com)

Suggested Option #1: Marketing Manager creates these infographics.

Suggested Option #2: Utilize a marketing team to create infographics. (Preferably Kaitlin – Social Media Coordinator)

Note: See Intern Program in Proposed Organizational Marketing Structure section.

Below are some examples of infographic templates



Why: These outputs provide current and potential stakeholders with immediate, tangible metrics for success as well as proof of the growth of the organization. They are not the sole definer of success, but they do offer evidence that communicates how the organization is working toward accomplishing their mission.

Problem Addressed: There is little communication surrounding desired outcomes through marketing efforts and campaigns.

Recommendation #4: Increased communication surrounding desired marketing decision making goals.

How: At marketing meetings determine four key areas in order to move forward with different marketing strategies:

- (1) Activity/ Idea
- (2) Desired outcomes
- (3) Who needs to be involved
- (4) Resources required

After identifying these four key areas, determine what the *quick wins* and *overall approach* is for the marketing strategy.

Why: By having a clear agenda and plan at the end of each marketing meeting, the Marketing Director can begin to better formulate ideas or resources to accomplish the goal before next meeting. By identifying these areas it also allows the rest of the staff to be aware of the impact that OC Small Paws wants to make through their marketing efforts. It also gives needed support to the marketing team as they can better delegate their time and efforts to desired areas.

B3. Proposal for establishing new/improved Outcomes Measurements

Overview: This section addresses the possible strategies OC Small Paws should implement in order to better understand the impact and success of the organization's programs. This allows OC Small Paws to take a deeper look at their customers/adopters, how exactly they help the cats they rescue and how both the cats and the owners have benefitted from the services.

Problem Addressed: OC Small Paws does not currently have an adopter survey that measures the effectiveness of the adoption. OC Small Paws also does not currently have a system that collects data to measure the progress the cat makes through the adoption process.

Recommendation #1: Create and include outcome measurement questions at the end of the Customer Satisfaction Survey (refer to section C). This survey will be administered after the adopter has had the cat for one month in their new living space.

How: The data gathered from the outcome measurement questions will be input and sorted by the marketing team. This will then be communicated in a monthly email update to volunteers, donors, internally within OC Small Paws and on the website.

Here are questions that could be asked to measure outcomes of OC Small Paws:

- Because of OC Small Paws my new cat exhibits sociable behavior.
- OC Small Paws had provided my cat a healthy and caring environment pre-adoption.

- OC Small Paws gives cats their best chance to be adopted through their organization's care.
- OC Small Paws equipped my cat and I to live a successful pet-owner relationship.

Why: The responses on the surveys will allow the organization's Office Director and staff to assess the success of the organization in accomplishing its mission and achieving its goals. These documents also provide information that is good to communicate to current and potential stakeholders.

B4. Hypothetical Success Page

Overview: The following page is a sample success page that displays a variety of all of the success measurements mentioned previously (stories, outputs and outcomes). The initial purpose of this page is to spread awareness to all relevant stakeholders about the success of OC Small Paws. For donors, this page makes them aware of how their funds and in-kind donations are making an impact. For volunteers, this page will really share their story as well. They need to know how their work and time is helping OC Small Paws' target market. For the staff they can know how they are doing, particularly in relation to other periods of time. This will encourage them, increase morale and motivate them in their jobs. Being able to communicate these measurements consistently is key (via website, monthly newsletter, social media) because stakeholders need to be told what OC Small Paws is doing to complete their mission statement.

Purpose: To show OC Small Paws examples of ways they can display their success on a page, in visuals, on the website, Facebook, or marketing materials.

Problem Addressed: OC Small Paws does not currently post their success measurements on the website.

The following page is an example of a hypothetical success page. Note: The numbers used are not accurate, but used to show the possibilities.

SEE NEXT PAGE

OC Small Paws

[About Us](#)

[Adopt](#)

[Donate](#)

[Locations](#)

[How to help](#)

[Contact](#)

“Our mission is to provide health care and temporary housing for homeless animals and actively search for loving, permanent homes for those animals in care.”



“They are very accommodating and helpful when trying to find a cat that is right for you and how to adopt them.”



“They have a caring and friendly staff and/or volunteers.”



“You are friendly, super knowledgeable and caring about your animals, and professional. We loved our ENTIRE experience!”



278 Successful Adoptions in 2016



99 Volunteers



400 Cats rescued in 2016

95% of adopters AGREED that their new cat exhibited sociable behavior.

99% of adopters AGREED their cat had a healthy and caring environment pre-adoption.

98% of adopters were HIGHLY satisfied with their adopted kitty.

OC Small Paws

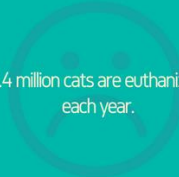
ADOPT *not* SHOP

10 Facts About Animal Homelessness



The main reasons animals are in shelters: owners give them up, or animal control finds them on the street.

1.4 million cats are euthanized each year.



Of the cats entering shelters, approximately 37% are adopted



Approximately 7.6 million companion animals enter animal shelters nationwide every year. Of those, approximately 3.9 million are dogs and 3.4 million are cats



It's impossible to determine how many stray dogs and cats live in the United States. Estimates for cats alone range up to 70 million

Homeless animals outnumber homeless people 5 to 1



C. Customer Satisfaction Survey

Overview: The purpose of this survey is to better understand the needs, desires and levels of satisfaction of adopters who come to OC Small Paws.

Problem Addressed: OC Small Paws does not currently have a satisfaction survey in place.

Communication Strategy:

How: OC Small Paws will have the adopter fill out the initial survey along with the adoption paperwork. Although the survey will be optional, the adopter will receive a free cat toy for their new kitty as an **incentive** for submission.

Why: Ultimately, these surveys will be filed out in order to capture the satisfaction of OC Small Paws service.

Step 1: The volunteers at each location will attach a survey to the adoption paperwork. The adopter is already taking the time to fill out the proper paperwork for the cat; therefore they would be more likely to also fill out the survey during this time instead of at a later point in time or through email.

Step 2: Volunteers or kennel managers will give these surveys to the Marketing team or Marketing Director for analysis.

Step 3: Marketing team will assist in data input and analysis in collaboration with Director of Marketing. These findings can be inputted on a shared Google Sheets or an Excel file.

Follow Up & Why: The follow up survey will then be sent out to these new adopters 1-2 weeks after the initial adoption. This survey will be done through Survey Monkey (already used by OC Small Paws) in order to continue to capture data in an effort to improve services and to make sure the pets are successfully adjusting to their new homes.

Step 4: Marketing team will email a follow up survey to adopters to better see how the cat has adjusted to its new home.

Step 5: The marketing team along with the marketing director will be able to analyze and respond to the data that is being collected through Survey Monkey.

The following page contains a Customer Satisfaction Survey.

SEE NEXT PAGE



Customer Feedback Survey

This is an **anonymous** and **confidential** survey. OC Small Paws seeks to conduct this survey to discover where we can better serve you. Please fill out the following questions completely and honestly.

What is your gender?

- Male
- Female

What is your age?

- 18-29
- 30-45
- 46-55
- 56+

How did you first hear about OC Small Paws?

- PetFinder
- Adoption Event at Petco
- Family or Friend
- Social Media
- Personal Online Research

How far did you travel to adopt through OC Small Paws?

- 15 min or less
- 15-30 min
- 30+ min

How many cats have you adopted from OC Small Paws?

- 1
- 2
- 3 or more

What is the first thing you look for when looking to adopt from a rescue?

- Characteristics of Cats
- Knowledgeable Staff
- Close Location
- Time of Adoption Events
- Outside Recommendations/Reviews
- Other: _____

How many people currently live in your household?

- 1
- 2
- 3 or more

Which OC Small Paws location did you adopt from?

- Costa Mesa
- Huntington Beach
- New Port
- Mission Viejo
- Santa Ana
- Westminster

Where would be the best area for you to see the description of the cat's personality prior to adoption?

- PetFinder
- Our Website
- At the adoption event

DIRECTIONS: Please circle the number that best represents how **IMPORTANT** AND how **SATISFIED** you are with the respective item.

	Importance										Satisfaction									
	Low									High	Low									High
Friendly staff	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Website information	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Interaction with cats	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Knowledgeable and reliable staff	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Affordability of adoption	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Cat was spayed & neutered	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Cat was microchipped	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10
Cat already had shots	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	6	7	8	9	10

DIRECTIONS: Please **rank from 1-4 in order of importance** why you choose to adopt through OC Small Paws. (1 being least important and 4 being most important) **Please use each number ONLY ONCE.**

__ Friendly Staff __ Website Information __ Interaction with Cats __ Knowledgeable & Reliable Staff

Please Turn Over

DIRECTIONS: Please read each statement and check the box that corresponds to your level of AGREEMENT or DISAGREEMENT.

	Strongly Disagree	Disagree	Mildly Disagree	Mildly Agree	Agree	Strongly Agree
If OC Small Paws had a better discount when adopting more than one cat, I would definitely adopt more than one cat.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"I would have liked to fill out my application online while at an adoption event."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"OC Small Paws could be more reachable and responsive during the adoption process."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"It would be very helpful if there was a description of each cat's personality clearly displayed online or at the event."	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If OC Small Paws had a wish list of donation items needed on their website, I would donate to the organization more often.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If I knew about OC Small Paws' success rates, I would be more likely to donate to the organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DIRECTIONS: Please read each statement and check the box that corresponds to your level of AGREEMENT or DISAGREEMENT to the outcome stated below.

	Strongly Disagree	Disagree	Mildly Disagree	Mildly Agree	Agree	Strongly Agree
Because of OC Small Paws my new cat exhibits sociable behaviors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OC Small Paws had provided my cat a healthy and caring environment pre-adoption.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OC Small Paws gives cats their best chance to be adopted through their organization's care.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OC Small Paws provided the necessary care for my cat to live a healthy and successful life post adoption.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

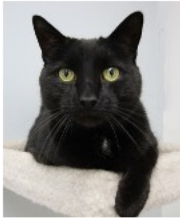
One thing OC Small Paws can improve on is:

Rate your overall satisfaction with OC Small Paws: Low 1 2 3 4 5 6 7 8 9 10 High

Thank you for completing this survey!
Please return your completed survey to any OC Small Paws volunteer.

Example of Content: ANBAR

POST-ADOPTION FOLLOW-UP



A New Beginning Animal Rescue's Team would like to thank you for adopting a homeless animal! We hope the materials and information you received at the time of adoption have been helpful while your new companion pet settles into your home.

We ask all ANBAR adopters to complete the Post-Adoption Follow-up Survey within 1-2 weeks of adopting one of our pets, in an effort to improve services, to make sure the pets are successfully adjusting to their new homes, and to confirm that pet adopted without being spayed/neutered is surgically sterilized in a timely manner, within 30 days after the agreement is signed.

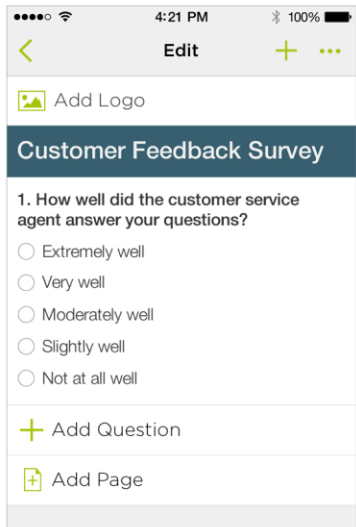
The following Post-Adoption Follow-Up Survey is designed to discover how you felt about our adoption process so we can provide the best service to future adopters and to make sure the animals are successfully adjusting to their new homes.

POST-ADOPTION FOLLOW-UP SURVEY

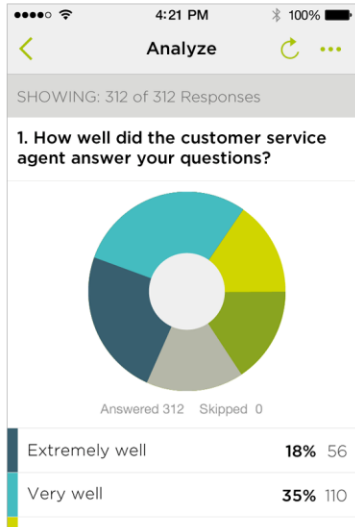
- [Foster A Pet](#)
- [Volunteer](#)
- [Sponsor A Pet](#)
- [Ways to Give](#)
- [Wish List](#)
- [Recommended Reading](#)

Survey Monkey for Follow Up Surveys:

Create surveys anywhere, anytime.

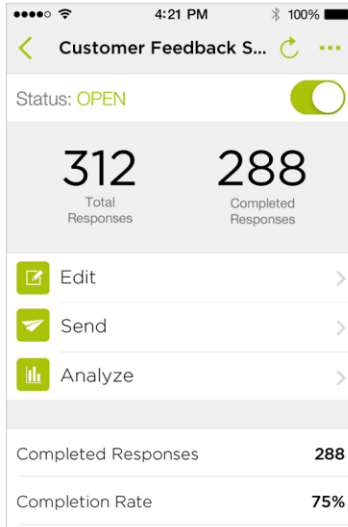


Analyze your survey results on the go.



Response	Percentage	Count
Extremely well	18%	56
Very well	35%	110

Track your results in real-time.



Metric	Value
Total Responses	312
Completed Responses	288
Completion Rate	75%

D. Alumni Program Strategies

Problem Adressed: OC Small Paws does not currently track or have consistent communication with alumni.

Recommendation #1: One easy way to continue to get support and renewed information regarding the cats that have been adopted (alumni stories) is to create a section on the website for owners to build a profile of their cat and share updated pictures, videos, and stories to share with others.

Example of Content: Paws Chicago – Link to Website: <http://www.pawschicago.org/our-work/pet-adoption/paws-alumni/>

Alumni Home Page:

Your Support Makes These Stories Possible

Once a PAWS pet, always a PAWS pet! We love keeping in touch with our alums for life. Email us your updates at alumni@pawschicago.org. Want to find your pet's profile? Browse through the photos below (sorted by most recent update) or search for your pet by name. Every one of these stories is made possible by our generous supporters. Thank you! You can help more homeless pets find adoring families by donating today.

Search...

MARGARET

MAC

KONEKO

Pet's Profile & Donation Button:

Hello, I'm Margaret

Margaret was a failed foster from day one!!

Donate Now
to help others like Margaret

Continued...

Margaret's Story

Margaret was a failed foster from day one. I call her Lt. Ellen Ripley, and she's already completely surpassed my expectations (she's going by Ripley, which quickly turned into The Ripper). She's smart, silly, empathetic, and tough. She learns quickly and well, and obviously she's gorgeous. Her best friend is an enormous chihuahua and they love each other. Around other dogs she's pretty demanding, oh and absolutely, tenaciously bananas—she loves all the boy dogs and she needs all the boy dogs to love her back—not the females, because unfortunately The Ripper is a wee bit misogynist.

But she's learning to chill out when she sees other dogs on our walks (stand down, Lieutenant!) of which there are SO MANY, you guys. We're always walking. The weather is awful and she doesn't care, she just sticks her nose in the wind and barrels forward, because OUTSIDE. I haven't used an alarm clock in two months because she licks my nose every morning (basically until we're outside).

Area for Alumni to Opt-In:

Would you like to be added to our alumni page? Please fill out the form below:

Don't know what to say? [Click here for suggestions.](#)

Name (as you want it to appear on the website- please include Dr. or DVM) *

Current position or title (if applicable)

Employer or organization (if applicable)

Certificate/Degree obtained at UF *

Graduation year

Bio *

How: Marketing team will build this page for their website. The website will include: (1) An area to share the story and profile, (2) the most updated profiles and stories, (3) an area to donate to the organization.

Step 1: Marketing team or Director of Marketing can create this page on the website labeled "Alumni"

Step 2: Marketing team will create alumni profiles from information on hand about recent adoptions.

Step 3: Marketing team should continue to monitor applicants of the alumni program and encourage them to submit updated videos of them in their new homes or interacting with other people or pets.

Example of Content: Society's Outkast Animal Rescue – Link to Website:
<http://soaranimalrescue.com/welcome-to-socieys-outkasts-animal-rescue/soar-alumni/>

Here's Holli...rescued in January 2015. Only 8 months olds, the Doberman/Shepherd mix was so scared and timid at the shelter the foster parent had to carry her out of there. It took several months before they were able to put a leash on her. Watch her playing with her new furever family dogs! What a transformation love and patience made!



Recommendation #2: OC Small Paws can create a video/slideshow showcasing before and after pictures of the cats that were adopted. They can share updated videos throughout the year on an “Alumni” page on their website.

Example of Content: Castaway Pet Rescue Alumni Slideshow – Link to Video:
<https://youtu.be/wsNL1Eg7dF8>

SEE NEXT PAGE

Before:



After:



Step 1: Marketing team member can create “Alumni” page on OC Small Paws Website

Step 2: Create a section on the page that will allow past adopters to share updated photos of their cat at home and settled. (Same as previous suggestion)

Step 3: Have a marketing team member or Director of Marketing put together the video slideshow.

Step 4: Share the slideshow on the OC Small Paws website and update it each year or semi-annually (as see fit).

Why: By encouraging this interaction between OC Small Paws and the alumni, this can help begin to foster relationships with the happy alumni and continue to strengthen the chances of word of mouth to other potential adopters. By having happy almuni, they are also able to beome advocators for potential donations or even become donors themselves.

Incentive: The adopter and their cat will be featured on specifically on the OC Small Paws social media page. (Can be better determined after initial trial)

Tracking system: In order for their pet’s profile or photos to be shared on the website, the adopter must answer and fill out certain questions pertaining to continued interaction with OC Small Paws. As seen in the above “Opt-In” opportunity, OC Small Paws can ask key questions to allow past adopters to further interact and stay connected with OC Small Paws.

Content:

Examples of Questions to Alumni:

1. Would you like to receive newsletters from OC Small Paws about special events, as well as helpful information for caring for you new kitty?
 - Yes → If yes, what is your email?
 - No
2. As alumni, would you be willing to share your adoption story via: (Check all that apply)
 - Social Media
 - Adoption Events – Public Speaking
 - Updated Newsletters
 - Blog
3. As alumni, would you like to continue to support other rescue cats’ need by receiving notifications regarding our updated “Wish List” of possible donations?
 - Yes
 - No

E. Board of Director and Kennel Manager Strategies

Overview: OC Small Paws currently has a very strong working board. Currently their need has been focused on better communication.

Problem Addressed: There is no tracking system for members to share their current

satisfaction levels as well as follow through with ideas and different fundraising initiatives.

Recommendation #1: Board Member Satisfaction Survey

Why: The board review process should not be looked on as a mandatory “check box” exercise, but rather an **opportunity to solicit genuine ideas for improvement and uncover more effective practices to enhance the business.** An effective review process is one in which all Directors feel safe that their opinions are kept confidential and secure, and that their feedback is gathered in a painless and unobtrusive manner.

Communication Strategy:

How: Before each board of director meeting, the executive director can email this online survey to current board members. Any concerns or other important notes from the surveys can then be properly addressed in the meeting.

Survey Created on Survey Monkey with these Questions:

Board of Directors Satisfaction Survey

How long have you been a part of the Board of Directors?

1 yr 2 yrs 3 yrs 4 yrs 5 yrs 6 yrs 7 yrs 8+ yrs

Please rate your agreement of the following statements:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am highly motivated to participate in strengthening the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am a valuable part of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Each member of the Board has a valuable and necessary position, which contributes to the success of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are changes that should be made to the Board but I am reluctant to state them aloud.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Directors is efficient in all of their meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The organization is efficiently being run by the Executive Director.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel well informed about all news and current events in the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a Board Member I would like more responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As a Board Member, I have a strong focus on poverty.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How do you measure the success of the organization?

Continued...

On a scale of 1–10 (with 10 being the highest) please rate the importance of each statement.										
	1	2	3	4	5	6	7	8	9	10
Efficiency of Board Meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitment of other Board Members to participate in and outside of meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My responsibilities as a Board Member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to give personal input in and outside of meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Willingness of others to listen to my input	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strength of my opinion in the decision making process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

On a scale of 1–10 (with 10 being the highest) please rate your satisfaction with each statement.										
	1	2	3	4	5	6	7	8	9	10
Efficiency of Board Meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitment of other Board Members to participate in and outside of meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My responsibilities as a Board Member	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to give personal input in and outside of meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Link to Survey: <https://www.surveymonkey.com/r/Y6B2RJZ>

Recommendation 2: The Kennel Managers should have a shared agenda that they all are able to engage with during a meeting so that clear goals and communication strategies can be set.

Communication Strategy:

How: OC Small Paws could have a form at each meeting that a board member can fill out regarding their own field and goals necessary in that field. There can also be a small calendar attached to that document so that as a group, they can decide when to give updates or even to complete a certain task.

Why: This allows the managers to regularly review and assess each other’s leadership contributions as well as the organizations overall performance. This includes ensuring that managers view their time as well spent. Managers will also be able to hold one another accountable allowing for a better flow of communication outside of the meetings. This form also allows other managers to agree on certain plans moving forward so that all members are on the same page with short-term goals that need to be met by each individual.

SEE NEXT PAGE FOR EXAMPLE



Kennel Manager Meeting [DATE AND TIME]

Proposed Agenda

- 1. Call to order**
- 2. Greetings/Presence**
- 3. Approval of the agenda**
- 4. Approval of the minutes of the last Kennel Manager Meeting**
- 5. Matters arising from the last meeting**
- 6. Update on activities since the last meeting**
 - a. President and/or Executive Director/Chief Executive Officer
 - b. Other committees (those scheduled to present at the meeting)
- 7. Treasurer's Report**
- 8. Other Business**
 - a. Old Business
 - ii. List all points up for discussion
 - iii.
 - iv.
 - b. New Business
 - i. List all points up for discussion
 - ii.
 - iii.

c. Announcements

i.

ii.

iii.

9. Next meeting

10. Adjournment

Supporting documents that should be made available to all managers at the meeting

1. Agenda
2. Minutes of the previous meeting
3. Financial reports
4. Other pertinent documents (e.g. draft policies, guidelines that will be reviewed and/or adopted, etc.; project progress reports; evaluation reports)
5. Copies of the association's and strategic plan

Recommendation #3: OC Small Paws should plan and host monthly Kennel Manager Events.

How: Volunteers or Board Members can hold them at their house or even at an outside location. (like Board Member Meetings)

Why: OC Small Paws struggles with being able to stay consistent with different organizational practices across all adoption locations. Kennel Managers do not have any consistent protocol to follow. These monthly meetings would be a perfect opportunity for the organization to point out practices that would be beneficial for all managers to follow at their adoption locations. This is also an opportunity to build community and share what other managers are doing well so that they can be implemented at other locations.

F. Volunteer Strategies

Overview: Currently OC Small Paws has a great number of volunteers but they all are helping in certain areas like adoptions, cleaning, and socializing with the cats. However, OC Small Paws could use more volunteers to foster cats as well as drive cats to vet appointments.

Current Systems: OC Small Paws does have a strong volunteer application as well as a foster application. Their response rates to these applications are very timely after the form has been submitted.

The Volunteer Application Form:

Strong:

- Allows applicant to describe skills and interests
- Allows applicant to share their animal experience
- Allow applicants to identify areas of strength regarding business skills (ex: video editing, recruiting, web development, PR, etc.)
- Asks applicants for times they are available

The Foster Application Form:

Strong:

- Identifies key areas and qualities of the potential living conditions for the foster cat
- Allow potential foster to provide references for credibility
- Allow the foster to identify areas of preference

In regards to Recruitment:

- A) “Ideal Profile”: A volunteer that is devoted to the cause of OC Small Paws; one that goes the extra mile in any work that they do. These volunteers would be the ones who take in cats for housing or drive cats to medical appointments. However, OC Small Paws values any volunteer and the contribution they bring to the organization.
- B) How to find these individuals? These individuals self identify themselves through their volunteer/foster application.
- C) Why they would want to be a part of the organization? These individuals usually have cats at home that they have rescued and they are looking for the opportunity to help other animals with similar stories. OC Small Paws through use of differentiation can showcase their unique benefits that come through volunteering/fostering with them. Most volunteers also living the local community and see value in helping rescue cats in their community.
- D) How you will utilize their resources/expertise? Create a calendar that allows these

volunteers/fosters (once accepted) to be matched/referred to certain time slots. This allows for volunteers to have a better understanding of their role within the organization. This also allows them to have control of when and where they want to work. If they qualify for a spot in the business side of OC Small Paws, OC Small Paws can create a write up of responsibilities for that volunteer/staff member to meet monthly or bi-monthly.

- E) How to encourage them? One way to encourage these employees is by including them in on staff meetings. By encouraging them to attend and speak concerns and new ideas with the board, it will allow them to establish and build value within the organization. Most current volunteers have new ideas that could help the organization and by allowing them to voice these opinions with the board of directors it allows the employee to feel significant as a stakeholder in the organization.

Recommendation #1: OC Small Paws can use **signup.com** to build a calendar for volunteers to sign up through.

Example of Content from signup.com:

Welcome karen@volunteerspot.com!
CIMM Fest

Welcome! And thanks for your interest in volunteering for the first CIMM Fest! Please sign up for as many shifts as you'd like!

1 Click any day(s) to sign up.
 No thanks, not this time.

2 Click here when you're **Done**

Change Your Info
 View Location
 Contact Organizer

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
		10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4
5	6	7	8	9	10	11



Save Time Organizing Volunteers!
Free Online Volunteer Calendars, Scheduling, Sign-Up Sheets & More!
Free! Get Started



Testimonies from non-profits that use signup.com

TESTIMONIALS



"Your website was incredibly easy for both coordinator & volunteers - within 3 days, ALL available volunteer shifts were filled!"

~ S. Spagnola, Strongsville, OH



"I saved so much time organizing over 100 volunteers for our 5K fundraiser with your website. Posting SignUps on facebook made it easy to get the word out, and automated reminders were super helpful."

~ Michelle C., Macon, GA

G. Proposed Research/Tracking System

A) Customer Complaint/Concern Tracking System

Problem Addressed: OC Small Paws does not have an area that actively collects issues customers have had.

Recommendation #1: OC Small Paws can create a discussion board that allows staff to be able to respond promptly to any concerns, needs, or complaints. The board can be set up very similarly to their contact page when the potential adopters can send an email to a staff member of the organization. However, with this area it would be best if the page provided a name from the organization in which the customer would speak with. (Ex: someone in charge of HR front of OC Small Paws)

Communication

How: The marketing team or Director of Marketing can build this into OC Small Paws website as a separate tab under “contact”.

Example of Content:

Leave Us Feedback!

Help us improve our services! We'd love to hear your feedback and any concerns you may have. We want to proactively continue to help you and your new cat in the best ways possible. Please leave your information below and we will get back to you as soon as possible. Thank you!

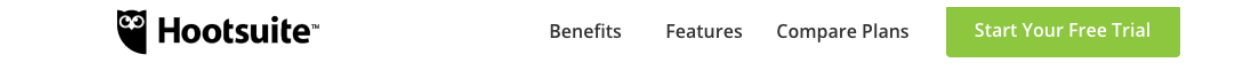
Name
Email
Subject
Message

[Send](#)

How Continued: The person who handles most of OC Small Paws' HR situations can

How: The marketing team can decide on a tracker that suits the company best. The marketing team while making posts on the social media accounts can actively track week-to-week different customer/follower activity. They can also track growth over time of their social network and view which responses gathered a greater amount of response.

Example of Content: Using **Hootsuite**

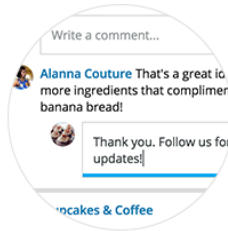


How Hootsuite saves you time



Manage from one place

Manage all of your company's social networks in one convenient dashboard, and get a bird's-eye view of what's happening in your social world.



Reply with a single click

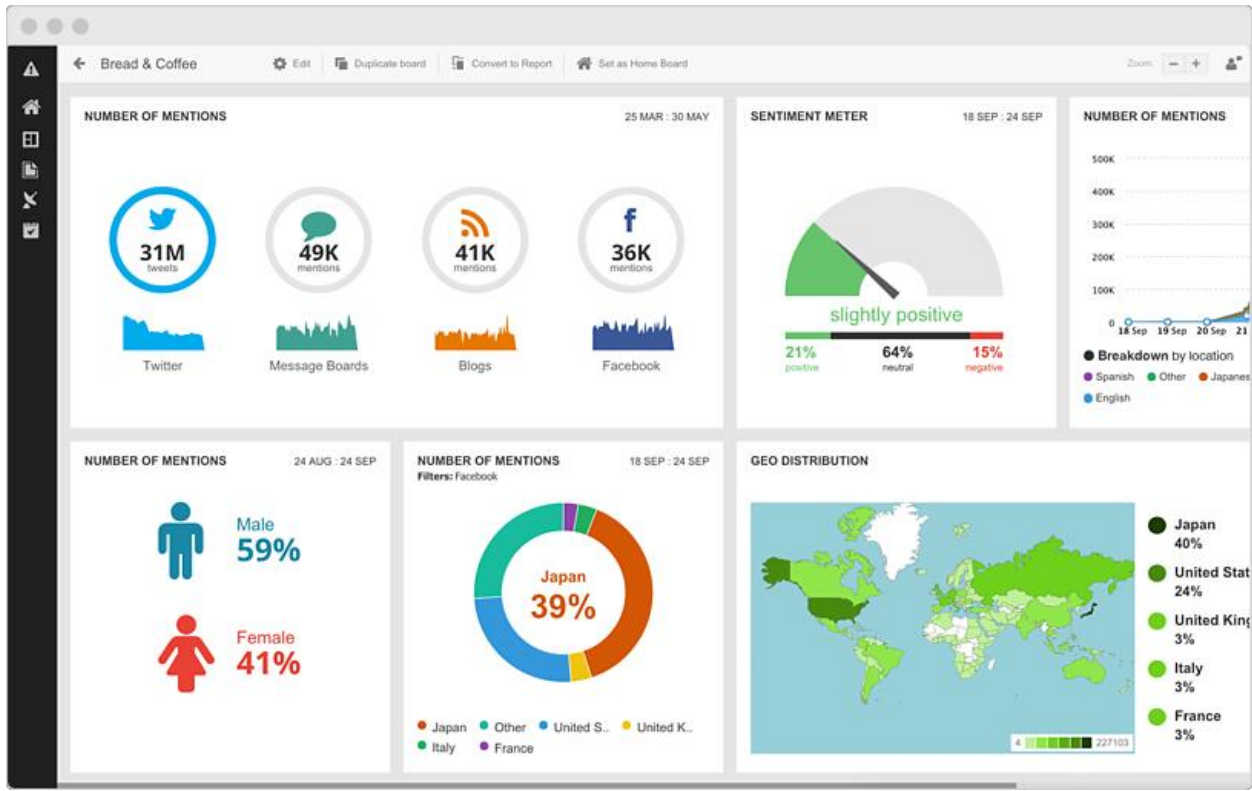
Quickly respond to messages, brand mentions, and comments across your social networks through a single dashboard.



Track performance and grow your audience

Analytics reports show you what's working and what isn't. Learn about your audience and improve your campaigns.

Analyzing Data:



Key Tools:

Instagram's now on Hootsuite! Schedule, post and manage photos. [Learn more.](#)

Free Trial | Blog | Help | Careers | Contact Us

Hootsuite™ | Products | [Solutions](#) | Plans | Services | Resources | About Us

Social Media Management

Manage your social assets and bring your team together with our dashboard.

[Learn more](#)

Social Marketing

Create engaging campaigns and build a brand experience that can't be missed.

[Learn more](#)

Social Selling

Find, track and nurture customers at every step of their journey.

[Learn more](#)

Social Customer Service

Get to know your audience and be there for your customers when they need you.

[Learn more](#)

Platform that is most suitable for OC Small Paws: Hootsuite Professional (30 day free trial, 19\$ a month)

Hootsuite Professional

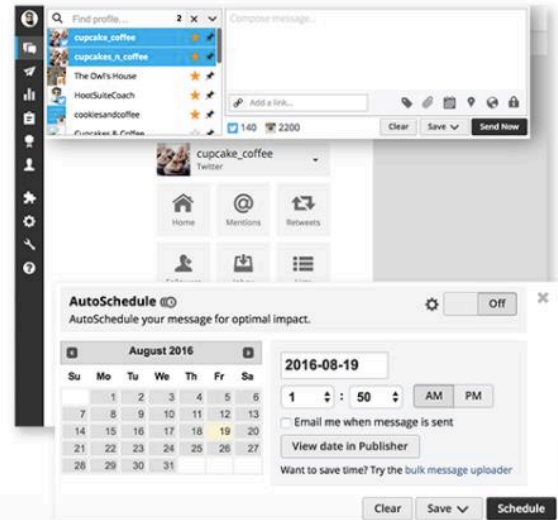
Put all your profiles in one place, schedule posts across multiple networks, and easily measure results.

Features

- Manage Up to 10 social profiles
- Real-time analytics
- Auto content scheduling

Ideal for:

- Entrepreneurs
- Small business owners
- Independent consultants



Why: There are many benefits for OC Small Paws to track social media trends:

- Find out what others are talking about in your target market. Spot trends and discover pain points.
- Track sentiment about your brand, or product. Identify the tone of voice of what others are saying – is it positive, or negative?
- Identify frequently asked questions.
- Find key influencers in your niche market.
- Identify areas in your business process that may need to be developed, or needs improvement.
- Customer retention and service opportunities.
- Recruit/hire right people.
- Forge and foster customer loyalty.
- Build a community of brand ambassadors.
- Determine areas that could be a “threat” to your company.
- Evaluate marketing campaigns.
- Improve service.
- Check what type of content is performing well [or not]

H. Proposed Organizational Marketing Structure

Overview: OC Small Paws has a very strong marketing team and Director of Marketing. They have many skills ranging from videography to web design. This section will outline strategies for improving the marketing structure and implement marketing-related decisions.

Problem Addressed: OC Small Paws does not currently have job descriptions that allow the marketing team to have a clear direction of their responsibilities.

Recommendation #1: OC Small Paws should create and administer job descriptions to their current marketing staff in order to provide a more clear direction for the members to follow based on needed areas. Two of the most important areas to establish descriptions for would be a social media coordinator as well as the director of marketing.

Why: By administering these job descriptions this will help the Director of Marketing as well as the Vice President and President to be all on the same page regarding marketing strategies that are being implemented. This allows for all staff members to be aware of their responsibilities as well as help keep each other accountable to the jobs at hand. If any marketing staff member were to leave the organization, OC Small Paws would also be equipped with a job description that they could post easily on Volunteermatch.org.

OC Small Paws Vice President confirmed that write-ups for protocol for these staff members would greatly benefit the organization as a whole. The Director of Marketing also noted that the communication surrounding marketing strategies need to be approved amongst current staff.

Current Social Media Coordinator: Katelyn Rea
Current Director of Marketing: Jay Colgan

Communication:

How: The Director of Marketing and the current social media coordinator will be given these sheets so that they are able to refer back to it when needing clarity for strategies and other marketing initiatives.

SEE THE NEXT PAGE FOR JOB DESCRIPTIONS



Social Media Coordinator

Job Brief

We are looking for a talented Social media coordinator to create and maintain a strong online presence for our company. Your role is to implement online marketing strategies through social media accounts.

What does a social media coordinator do?

As a Social media coordinator, you will develop original content and suggest creative ways to attract more customers and promote our brand. Ultimately, you should be able to increase web traffic and customer engagement metrics aligned with broader marketing strategies.

Responsibilities

- Research audience preferences and discover current trends
- Create engaging text, image and video content
- Design posts to sustain readers' curiosity and create buzz around adoptions
- Measure web traffic
- Stay up-to-date with changes in all social platforms ensuring maximum effectiveness
- Train co-workers to use social media in a cohesive and beneficial way
- Facilitate online conversations with customers and respond to queries
- Report on online reviews and feedback from customers and alumni
- Develop an optimal posting schedule, considering web traffic and customer engagement metrics
- Oversee social media accounts' layout
- Suggest new ways to attract prospective customers, like promotions and competitions

Requirements

- Proven work experience as a social media coordinator
- Expertise in multiple social media platforms
- Ability to deliver creative content (text, image and video)
- Familiarity with online marketing strategies and marketing channels
- Ability to gasp future trends in digital technologies and act proactively
- Excellent communication skills
- Multitasking and analytical skills

For more information about OC Small Paws, visit our website at <https://www.ocsmallpaws.org/>

To inquire about this position please send an e-mail to: jessicatcolgan@gmail.com



Director of Marketing

Job Brief

We are looking for a competent Marketing Director to be in charge of the organization's marketing ventures. This primarily involves developing and implementing strategies to strengthen the company's market presence and help it find a "voice" that will make a difference.

The ideal candidate will be an experienced professional with a passion for the job, able to employ unique marketing techniques. He/She will be a skilled marketing strategist and able to drive creativity and enthusiasm in others.

Responsibilities

- Design and implement comprehensive marketing strategies to create awareness of the company's business activities
- Supervise the department and provide guidance and feedback to other marketing team members
- Produce ideas for promotional events or activities and organize them efficiently
- Plan and execute campaigns for corporate promotion, fundraising
- Monitor progress and submit performance reports
- Responsible for producing valuable content for the company's online presence, editorial design and organizing the company's publications
- Conduct general market research to keep on top of trends and competitor's marketing movements
- Control budgets and allocate resources amongst projects
- Become the organization's agent towards external parties such as media, stakeholders and potential clients and build strategic partnerships

Requirements

- Proven experience in marketing
- Excellent leadership and organizing skills
- Analytical and creative thinking
- Exquisite communication and interpersonal skills
- Up to speed with current and online marketing techniques and best practices
- Thorough knowledge of web analytics (e.g. Google Analytics, WebTrends etc.) and Google Adwords
- Customer-oriented approach with aptitude

For more information about OC Small Paws, visit our website at <https://www.ocsmallpaws.org/>

To inquire about this position please send an e-mail to: lizziekian@gmail.com

Problem Addressed: OC Small Paws does not have a grant writer.

Recommendation #2: OC Small Paws should consider hiring a grant writer to be able to apply for grants and therefore continue to fulfill the organization's mission. OC Small Paws will post this job position on Volunteermatch.org or post their job description on their social media platforms.

How: OC Small Paws will respond to any inquiries regarding this job position. OC Small Paws will determine the amount of hours this person will work each week and whether or not this will be a paid position.

Why: OC Small Paws' Vice President communicated their concern for not having a grant writer and how this has hurt their ability to raise and gather more money to help more cats.

SEE NEXT PAGE FOR JOB DESCRIPTION



Grant Writer

Job Brief

The Grant Writer is primarily responsible for developing and writing grant proposals to foundations and other grant-making organizations, and will persuasively communicate OC Small Paws' mission and programs to potential funders. Reporting to the President and Vice President, the Grant Writer will assemble and submit grant requests, establish and maintain personal contact and relationships with foundation contacts, conduct prospect research, and maintain a calendar of submissions and other deadlines.

Responsibilities

- Developing and writing grant proposals to foundations and other grant-making organizations, persuasively communicating the organization's mission and programs to potential funders;
- Assembling and submitting grant requests, including letters, proposals, budgets, and presentations
- Establishing and maintaining personal contact and relationships with foundation contacts and program officers
- Ensuring prompt acknowledgement of foundation gifts
- Maintaining calendar to ensure timely submission of letters of inquiry, proposal deadlines, and reports
- Conducting prospect research
- Prioritizing projects to keep multiple projects moving in a timely manner, meet deadlines and manage supplemental material required for proposals'
- Providing writing support for major donor and individual contribution letters and acknowledgements

Qualifications

The successful candidate will be able to craft funding proposals in a clear and compelling manner. Excellent writing, analytical, and research skills are essential. Candidates must be self-motivated, detail oriented, and highly organized, and have experience using online databases and other sources to locate biographical, financial, and philanthropic information. A high level of computer literacy required, including familiarity with Raisers Edge and Foundation Center databases. Candidates must possess an ability to work well under pressure and the ability to seek and synthesize information and communicate in a compelling and succinct form. A solid understanding of budgets as they relate to proposals and grants: a Bachelor's degree, and 3 -5 years of relevant experience are required.

For more information about OC Small Paws, visit our website at <https://www.ocsmallpaws.org/>

Please submit your cover letter, resume, and salary requirements to: lizziekian@gmail.com

Problem Addressed: OC Small Paws volunteer staff at each adoption location do not currently have a detailed protocol of what they should be doing at each event.

Recommendation #3: OC Small Paws has access to volunteer protocol sheets through, one of the Kennel Managers, Lorena that uses them for her Petco location. OC Small Paws should use the same formatting and protocol documents for all volunteers at different locations to follow.

Why: OC Small Paws is very strong in the services that they offer; this protocol sheet strengthens the consistency across the organization and helps volunteers have a better understanding of their role each weekend at an event. Most volunteers within foster care are already given clear instruction; these protocol sheets are designed for the volunteers that meet with potential adopters on weekend events.

OC Small Paws Vice President identified the need for a consistent protocol for volunteers. The goal of this clear protocol for volunteers is so that OC Small Paws continues to live out their mission consistently through each point of contact with a potential adopter.

How: These sheets will be printed out for each location and given to kennel managers who will brief volunteers on their new instruction and goals to follow for each weekend or potential adoption.

Recommendation #4: Part of the volunteer protocol will include kennel managers making sure that customer satisfaction surveys are administered with adoption paper work. Kennel Managers will then bring all or message all completed surveys to the Director of Marketing (Jay) after they are collected from that weekend's adoption event. The Director of Marketing (Jay) will then address all concerns and findings in the next marketing meeting.

I. Sample Marketing Meeting Agenda

Overview: The following page contains a sample marketing meeting agenda that can serve as a guide for the marketing committee meetings.

Problem Addressed: OC Small Paws currently holds marketing meetings monthly but needs better communication regarding objectives and goals they plan to reach for the entire year. There currently are no established marketing agendas for each meeting.

Recommendation #1: Prepare a marketing meeting agenda for each of the meetings so that the marketing team has a clear plan for how to communicate and address different marketing subjects that arise.

Communication:

How: In this meeting, members will provide updates on how marketing related efforts are going and provide any new information. These meetings will also provide ways to formulate strategies such as how to accumulate success stories or how to promote OC Small Paws to more local, potential adopters.

Director of Marketing (Jay Colgan) will prepare these marketing agendas before the meeting.

Vice President, Elizabeth Kianpour, or President, Mary Jacobs, will be present or skyped in on a phone call for these meeting so that they too are aware of the marketing strategies and decisions that are being made.

Why: Marketing meetings are necessary because they provide a way in which a group of people can work together to solve the problems of the organization and to look for potential donors. The meetings are also a way for people to work towards the same goal and come up with ways for the organization to grow. The following marketing meeting agenda will aid the marketing committee to formulate tasks and promote discussion for the organization to thrive.

The following page contains a Marketing Meeting Agenda Template



Marketing Meeting Agenda

Introduction

- a. Discuss any new marketing updates in the organization
- b. Re-visit any pre-existing marketing related issues
- c. Hang out new marketing meeting agenda

2. Discusses Marketing Goals

- a. Discuss marketing objectives
- b. Assess progress of current activities for that month
- c. Discuss questions, comments or concerns

3. Address Monthly Activities and Delegate Tasks

- a. Discuss finished projects and results (website and social media updates)
- b. Discuss unfinished projects and deadlines
- c. Discuss what needs to be done in order to complete unfinished projects
- d. List and delegate new tasks for the month
- e. Provide overview of new deadlines for each project

4. Discuss Budget/Financial Developments

- a. Review budget for the month
- b. Discuss current fundraising strategies and assess their effectiveness

5. Survey Overview

- a. Survey updates and results form past month
- b. Compare current results to new survey results
- c. Note changes that need to be made with tracking, development, or results
- d. Determine appropriate course of action in response to survey results

6. Miscellaneous Topics

- a. New issues, ideas, insight attendees want to discuss

My Responsibilities:

Points to Remember:

Next Scheduled Meeting Date:

External Marketing Strategies

A. Potential Target Markets

Purpose: This section seeks to identify specific target markets OC Small Paws serves.

Option #1: Adopters - Specifically in the Orange County and Los Angeles area that have the time and money to take care of cats with a history of abandonment or medical needs.

Why: OC Small Paws targets these types of adopters versus the adopters looking to find an animal through a breeder. Most of the adopters are local to the area because often times the adopter is able to visit and meet the cat before adoption. OC Small Paws has the opportunity to better leverage their success stories and engagement within these communities in order to better raise awareness and funding for the organization.

Option #2: Fosters - Those who are local to adoption events and have time and space to bring in more cats and care during their journey to adoption.

Why: OC Small Paws relies on fosters to be able to take in and care for cats that are rescued from shelters, streets, or abandonment. Their goals are to better nurture the cat and help it socialize to a home and the people living in the home. They also help free up the kennel spaces at Petco locations, allowing OC Small Paws to rescue more cats and give them temporary housing. Fosters are the key to OC Small Paws long-term success and ability to continue serving cats in the Orange County and Los Angeles areas.

Option #3: Local Pet Stores – Local stores willing to help fundraise and raise awareness about OC Small Paws.

Why: Local pet stores would be more willing to help get the cats of OC Small Paws adopted because (1) it helps the community and (2) it helps their business when the adopter goes to buy supplies for their new cat. There are many small, local pet stores within the Orange County and Los Angeles area that would benefit from this type of partnership. Some of the hardships that comes with this option are (1) the ability to work on fundraising and what percentage of profit will go back to the store vs. the non-profit and (2) the time it will take to contact certain stores and settle on an agreement that benefits both stores.

B. Chosen Specific Target Markets

Purpose: This section focuses on two specific target markets, chosen from the list above. The chosen target segments will be the primary focus for the remainder of this study and all strategies will be directed towards it.

Chosen Target Market (Option #1): Adopters - Specifically in the Orange County and Los Angeles area that have the time and money to take care of cats with a history of abandonment or medical needs.

Why: This specific segment was chosen because in this industry adoptions happen most often through positive word of mouth. By focusing on the customers and better meeting their needs, OC Small Paws will be able to build their brand image and loyalty with adopters in the local area. OC Small Paws also has the benefit of using their location in their name and where they choose to serve. There is great potential in better utilizing this asset in order to create a tight community of adopters willing to create awareness, donate, or even volunteer for the organization.

Chosen Target Market (Option #2): Fosters - Those who are local to adoption events and have time and space to bring in more cats and care during their journey to adoption.

Why: This specific segment was chosen because fosters are the backbone to any animal rescue. OC Small Paws has constantly identified their need for more fosters. With the amount of success stories and other stories that the rescue cats have gone through, OC Small Paws has a great chance of better connecting and recruiting foster parents. This is an area of great importance for the organization and will greatly affect their success moving forward.

C. Proposed Customer Experience Strategies

Overview: Strategies are specifically designed for the target market of refugees.

Problem Addressed: Adopters have a desire to apply for a cat online whether before they are at the event or even at the event. Currently there is no way for adopters to apply online for an adoption.

Recommendation #1: OC Small Paws should incorporate an online version of their adoption application for potential adopters to submit.

How: By using JotForm (application already created) The Director of Marketing can post a link to the form on their social media pages as well as incorporate the application through imbedded web code to their personal website. They can either include the application under their adopt tab or make a separate tab labeled "Applications".

Link Ready for Publication: <https://form.jotform.us/71185852384160>

Embedded Code Ready for Use: `<script type="text/javascript" src="https://form.jotform.us/jsform/71185852384160"></script>`

Link for Collaboration and Form Changes:

<https://www.jotform.com/build/71185852384160?iak=00a2cd27d3cf25dfbd361f82cfc17d15-4b80b66761825104>

Why: Based on the customer satisfaction survey sent out last month, many respondents (adopters) indicated that they would rather apply online as this saves them time when going to look at the cat at adoption events. This online application also makes it easier for them to gather all of the necessary information in order to fill out the form correctly. This fix directly helps the desired target market's experience with OC Small Paws.

Problem Addressed: There is not enough information regarding different cats' personalities at adoption events.

Recommendation #2: Kennel Managers should have a folder onsite at each adoption location that contains the printed out versions of the cat's personalities from Petfinder as well as a filled out form from OC Small Paws describing each individual cat.

How: Each Kennel Manager will be in charge of printing out copies of the Petfinder personalities of the cats they oversee at each adoption location. This can easily be assembled in a three ring binder with multiple copies of a cat's profile information as well as the kennel form used by OC Small Paws. Each cat will have readily available information for adopters to either read through or take home with them in the process of adopting.

Vice President, Elizabeth Kianpour, will ensure at the next group meeting that all kennel managers have these folders at their adoption location.

Why: Based on the customer satisfaction survey, many respondents indicated that they would like more information regarding a cat's personality before adopting. By having these folders permanently onsite for adoption events, this will help the adoption process for their targeted market. This will not only make adopting the right cat easier, but it also frees up time for volunteers to meet with multiple adopters at a time. This again speaks to better meeting customer needs based on their feedback from the situational analysis.

SEE THE NEXT TWO PAGES FOR WHAT SHOULD BE INCLUDED IN THE KENNEL BINDER

Document #1:

ABOUT BALTO - CHECK ME OUT PLAYING FETCH!

Meet Balto! As of March 2017 he is approximately one year old. When you first meet Balto, you will be so won over by how absolutely adorable this boy is. Looks like a little bobcat! Very vocal in the cutest way, plays great with the other cats, and he totally loves attention. Balto also loves to play fetch with his favorite ball - check him out with the ball in our video! And in terms of cuteness, it doesn't hurt that he has amazing markings with mittens & boots!

Wouldn't you like to meet him and see if he is the perfect addition to YOUR family? Come visit him at Petco during our weekly adoption events!!! For more information on how to adopt any of our adoptable cats, please contact OC SMALL PAWS at 714-815-4300 or ocsp.adoptions@gmail.com, putting the cat's name in the subject line. EMAIL is always the fastest way to bring your new family member home!

We are available to meet and greet on Saturdays from 10:30 am - 2:00 pm at Petco Mission Viejo, 11 am - 2:30 pm at Petco Westminster, 11:30 am - 2:30 pm at Petco Huntington Beach (on Adams) and from 12:30 - 3:30 pm at Petco Costa Mesa, and Petco Lake Forest from 12 to 3 pm. Check our website for the most up-to-date information on current adoption events at www.ocsmallpaws.org or email us at ocsp.adoptions@gmail.com to ask us where we will be that weekend.

You can also visit our website: www.ocsmallpaws.org. Adoption fees are \$140.00 per cat and \$160 per kitten up to 6 months old. We offer reduced fees for adopting two cats together (\$255 for two adults, \$295 for two kittens).

Adoption fees include spay/neuter, microchip, deworming, UTD on vaccines, FELV/FIV testing, and any other vet care that has been administered. There is an additional fee to pay with a credit card.

OC SMALL PAWS
714-815-4300
17870 Newhope St, Suite 104-138
MAIL ONLY
Fountain Valley, CA 92708
ocsp.adoptions@gmail.com

MORE ABOUT BALTO - CHECK ME OUT PLAYING FETCH!

House trained • Spayed/Neutered • Current on vaccinations • Primary Color(s): Tabby - Brown or Chocolate • Secondary Color(s): White • Coat Length: Short

Document #2:

OC SMALL PAWS



OC Small Paws, Inc.

Name of Cat: _____

Age: _____

Description: _____

Sex (Spayed/Neutered): _____

How did OC Small Paws find me? I was found as a stray kitty in _____

I was rescued from a high-kill shelter in _____

I was surrendered by my previous owners

Other: _____

Here is what you should know about me:

- Last but not least, you might also like to know that:
- I don't get along well with dogs
 - I don't do well with small children
 - I have special needs
 - I am declawed

If you would like to meet me, please contact OC Small Paws at **ocsp.adoptions@gmail.com**, and put my name in the subject line. Or, you can go to our website, **ocsmallpaws.org** and fill out an application. You can also leave a message on our voicemail at **714-815-4300**.

Thanks for checking me out!

Problem Addressed: Currently there is not a lot of communication with fosters within the organization.

Recommendation #3: OC Small Paws should continue to encourage and create a portal for Fosters to submit/send in pictures of their foster cat at home.

How: The Director of Marketing can use email blasts that allow fosters to be caught up on all new information as well as send in any photos they have of their foster cat.

Why: Fosters have indicated through their satisfaction survey that they would like better communication with OC Small Paws. So far there needs to be more research to uncover what these areas of communication are but for now OC Small Paws can be more proactive in their communication and foster community they are creating. Happy fosters will tell other people about their great experience with OC Small Paws and encourage others to get involved.

Problem Addressed: OC Small Paws does not have an online application form for potential fosters.

Recommendation #4: OC Small Paws using JotForm (same portal as adoption application) should post an online version of their foster application.

How: By using JotForm (application already created) The Director of Marketing can post a link to the form on their social media pages as well as incorporate the application through imbedded web code to their personal website. They can either include the application under their adopt tab or make a separate tab labeled “Applications”.

Link Ready for Publication: <https://form.jotform.us/71188124484156>

Embedded Code Ready for Use: `<script type="text/javascript" src="https://form.jotform.us/jsform/71188124484156"></script>`

Link for Collaboration and Form Changes:

<https://www.jotform.com/build/71188124484156?iak=1c488ed722af6fa7f6do543591fo27b-58dc989177ob8228>

Why: This forms allows potential fosters to be able to send in their application easier than waiting to send it through an email or at an adoption event. This application improves their experience with OC Small Paws and sets the bar for efficiency within the first contact with OC Small Paws. This online form is also very helpful for OC Small Paws to include in their social media posts with cats that need immediate foster homes.

D. Proposed Price Strategies

Overview: This section will discuss OC Small Paws' current pricing strategy and any recommendations based on this.

OC Small Paws Current Pricing Strategies:

- Adult Cats (Over 6 months old) - \$140 (Client Meeting #1)
- Kittens (Under 6 months old) - \$160 (Client Meeting #1)
- All services are included in the price of the cat: (Website #4)
 - FeLV/FIV test
 - Microchip
 - Spay
 - Neuter

Recommendation #1: OC Small Paws should continue with its current pricing model.

Why: All of the money that is paid for the adoption is considered a donation to the organization to further the rescuing and care for other cats that have yet to be adopted. These costs cover many medical bills and other costs that go into caring for the cats that are not yet adopted. OC Small Paws relies on these costs to continue operating.

E. Proposed Place AND/OR Partnership Strategies

Current Partnership Strategy: OC Small Paws' main partnership strategy lies with Petco. Petco allows OC Small Paws to have space in their store to operate adoption events on Saturdays. They have Petco locations in the cities of Westminster, Costa Mesa, Huntington Beach, Lake Forest, and Mission Viejo. They also have a current partnership with The Puppy Store in Main Place Mall. Lastly, OC Small Paws partners with South Orange County Animal Hospital. They encourage veterinarian services there as well as use them for any services needed for the cat pre-adoption.

Proposed Partnership Strategy: OC Small Paws should look into partnering with local for profit pet stores or boutiques in Orange County to help promote OC Small Paws. OC Small Paws could offer special promotions for that pet store one a cat is adopted. The store could also help OC Small Paws promote local adoption events, or even host some events.

Why: OC Small Paws has the great advantage of being a local pet rescue. Most local for profit pet stores that are family run or small businesses would also benefit from partnering with a non-profit because of the positive PR they would receive through referrals and even social media. Adopters love the idea of local businesses working together and making their neighborhood a better place for these animals through care and housing.

V. Promotion/ Awareness Strategies for Designated Target Markets

Overview: This section provides promotion and awareness strategies that are designed specifically to reach the target market of adopters and fosters within areas of Orange County.

1. Flyers/ Fact Sheets

- A) **Purpose:** The main objective of the flyers and fact sheets would be to help evoke behavior and emphasize the benefits to potential adopters of why they should look further into adopting from OC Small Paws.
- B) This strategy would be identified as a **non-digital promotion strategy**. This means that the cards would be printed out on a 3x3 card and physically handed to any potential adopter looking into OC Small Paws.
- C) These strategies are aimed to **acquire new customers/adopters** interested in OC Small Paws and adopting a cat in general (Target Market #1).
- D) **Details:** These 3x3 cards would be given to fosters so that when a potential adopter has interest in one of the cats, the foster can then pull out this card and hand it to the potential adopter. This allows for the adopter and the foster to spend more time talking about how well the animal is a fit for their home, instead focusing on general information regarding OC Small Paws as a rescue.

These cards can also be given out to potential adopters at adoption events. This allows adopters in the store locations to look over the success rates and enjoy their time getting to see and know the cats available for adoption. These cards can also help break the ice for volunteers or fosters when talking with a potential adopter. Lastly, these cards bring a sense of reliability and credibility to what OC Small Paws does as a rescue. They will include successful outcomes as well as general information regarding OC Small Paws. Another great benefit to these cards is that if any adopter is not ready to make a final decision at the adoption event, they can keep the card and be reminded of the place they should go when ready to adopt.

Message: The message of this card is consistent with OC Small Paws' mission and goal to reach the local community and speak into the lives of adopters who could greatly benefit by taking a wonderful cat home.

How: The marketing team can use infographics to their advantage and create fun and interesting cards containing updated information as well as updated pictures of cats available for adoption.

- E) **Why:** There is great value in these cards because it not only allows a potential adopter to be more interactive with OC Small Paws during the adoption process, but it gives them a sense of comfort when first introduced to the organization. Searching for a new pet can be overwhelming; however, OC Small Paws can help comfort new adopters into knowing that their organization has them covered when it comes to a reliable and credible animal rescue. It speaks to how OC Small Paws aims to serve them and how they will be there if needing any assistance pre and post adoption.

Example for OC Small Paws using Infographics:

Front:



OC SMALL PAWS

"Our mission is to provide health care and temporary housing for homeless animals and actively search for loving, permanent homes for those animals in care."



Visit us at: <https://www.ocsmallpaws.org/>

adopt. foster. volunteer. donate

Back:



Where does OC Small Paws cats come from?
(text)

Why it's important to adopt not shop?
(text)

Learn more:
<https://www.ocsmallpaws.org/>

Email Us:
ocsp.adoptions@gmail.com



adopt. foster. volunteer. donate

Examples from MuttVille Senior Dog Rescue:



2. Social Media: Video

- A) **Purpose:** The main purpose of this awareness strategy is to showcase OC Small Paws' amazing community of fosters. By creating a video montage of happy fosters who are sharing their loving experience, OC Small Paws hopes to emphasize the benefits of being a foster parent to an animal and hopefully inspire others to volunteer as a foster parent.
- B) This strategy would be considered a **digital promotion strategy**. The video could be posted on their social media accounts as well as on their website.
- C) This strategy is aimed at acquiring animal lovers who have the interest of fostering a rescue animal (**New Fosters**). This strategy also enable existing fosters to feel appreciated through all of the work they do to help OC Small Paws. (Target Market #2)
- D) **Details:** This video of current fosters and their journey/ success can consist of statements from the foster, videos of the foster cat, as well as images showcasing successful adoptions through fosters. The video can then be posted on their website as well as their social media pages. This video can also address some of the questions that make potential fosters hesitant about fully committing to the job.

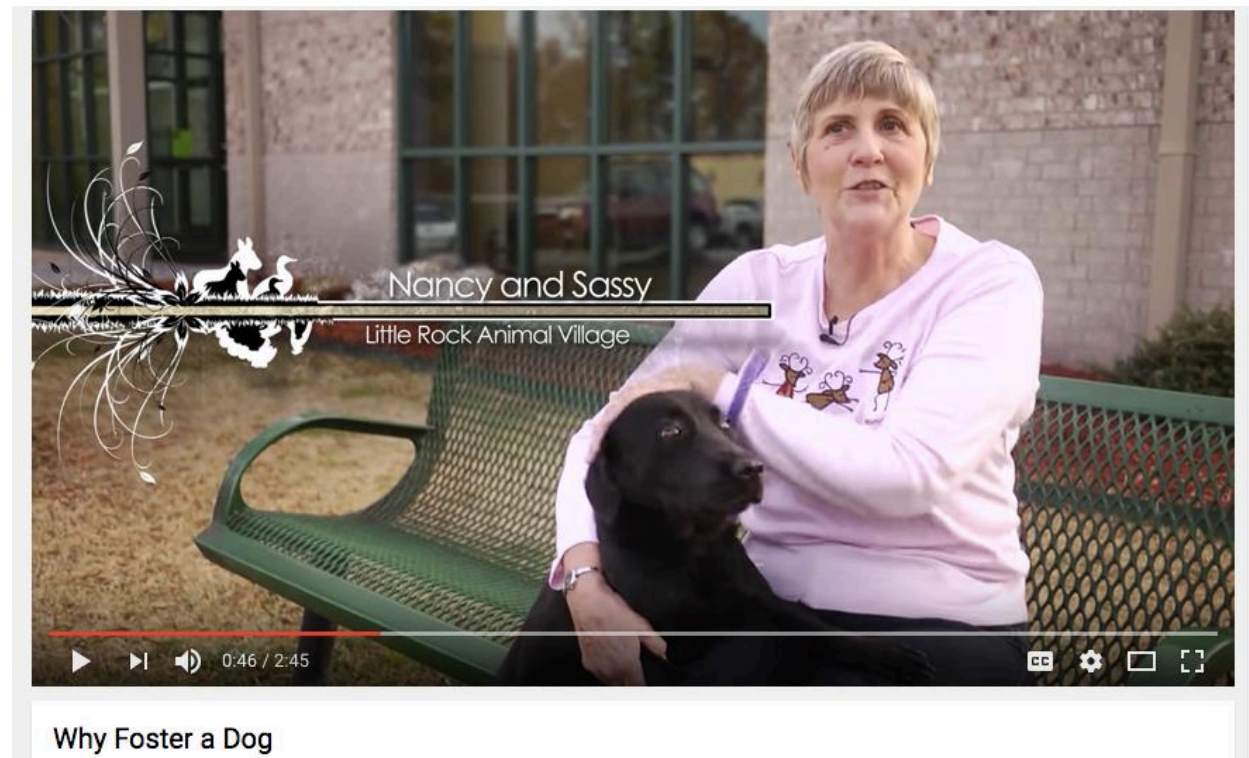
How: The Director of Marketing has experience with creating updated adoption videos with OC Small Paws in the past. Jay Colgan can head up this area in

contacting fosters and gathering those who want to be a part of the video. The video can be done once a year or once every few years depending on the new stories or incoming fosters.

Message: This video helps communicate OC Small Paws' mission through providing animals with temporary care and housing for rescued animals. The video strengthens their credibility and showcases current work that their organization is doing to live out this mission.

- E) **Why:** OC Small Paws has great amount of talent on their marketing team when it comes to putting together campaigns that speak to the message of their organization. They currently have a need for more foster parents and by targeting those who are open to this type of service, OC Small Paws will hopefully be able to grow this community overtime. Happy foster parents are the best tools to inspire other animal lovers to become foster parents. Fosters want to feel as though they are part of a community that not only serves their local neighborhood but that is supported fully by the organization itself. All of the current fosters can speak to their experience and share it with others through a video.

Example from Little Rock Animal Village:



Link to Video Above: https://youtu.be/tuIAWu7hm_k

3. Emails to Adopters

- A) **Purpose:** By sending emails to adopters, OC Small Paws has the chance to continue to foster relationships with their alumni as well as gather more information about their adoption and whether or not they would like to donate or participate at an event.
- B) This strategy would be considered a digital promotion strategy. OC Small Paws has a strong database of emails that they could use and reach past adopters with.
- C) This strategy is aimed at **building relationships with their alumni** and getting them more involved with OC Small Paws after their adoption. (Target Market #1).
- D) **Details:** Each email sent to a past adopter should be different and unique to that season of the year or specific to the different events that OC Small Paws is involved with. OC Small Paws can promote different activities for alumni to get involved in. OC Small Paws can also utilize this channel to make emails highly personable to each adopter/alumni. For example, if OC Small Paws has on file when the cat's birthday is, the marketing team can send an email to that adopter wishing their cat a happy birthday and sharing with them even more benefits of staying involved with OC Small Paws. OC Small Paws can also share a link in each email that allows adopters to send in updated pictures of their adopted cat. Lastly, their emails can encourage these past adopters to follow them on Facebook and Instagram to see how their continued involvement is affecting the lives of many more cats OC Small Paws rescues.

How: The marketing team can help brainstorm ideas of how to promote different events or news that is being sent out to the alumni. They should include certain information that motivates the alumni to stay involved or even volunteer for events that are coming up. If OC Small Paws has enough events, activities, or even information each month to share they can send out a monthly email interacting with past adopters.

Message: The main message of this promotion stems from OC Small Paws' love again for the community. By sharing these emails with alumni, OC Small Paws is continuing to build a foster a community that loves and supports the current cats in need of a forever home.

- E) **Why:** OC Small Paws has a large network of adopters that they do not follow up with very often post adoption. Most of the interaction post adoption is sparked initially by the adopter needing something or sending updates to OC Small Paws. By better utilizing this asset, OC Small Paws will not only be able to begin to build better relationships with their alumni, but they will be able to encourage more involvement as well as promotion through their happy adopters.

Example from Mizzou Alumni Association:

Thank you
for supporting MU through Mizzou Alumni Association membership

WELCOME, Joe!

Your membership is making Mizzou stronger!

Because of you, some of the best and brightest minds attend MU through the Alumni Scholars Program.

Because of you, your alumni association hosts thousands of alumni and friends for Mizzou Homecoming each fall.

Because of you, the best interests of Missouri's flagship institution are supported and our most cherished traditions are preserved.

Your support and opinion is important to me, please don't hesitate to be in touch.

For Mizzou,

 Todd McCubbin, M ED '95
 Executive Director
mccubbint@missouri.edu

These are just a few examples of the impact of your generosity. To read more about how your membership helps MU, visit the [How Membership Makes Mizzou Stronger](#) page.

MIZZOU ALUMNI ASSOCIATION
Making Missouri Stronger

JOIN US ON
   

Membership Benefits | Network | Volunteer | Advocate | Address Update

Copyright © Curators of the University of Missouri
 This message is brought to you by the Mizzou Alumni Association in an effort to better inform our alumni of Mizzou events.
 PHONE: 1-800-372-6822 EMAIL: maa@mizzou.com WEB: www.mizzou.com
 MAA E-mail [Privacy Policy](#), 573-882-0611

Example from Nebraska Alumni:

ALUMNI + FRIENDS

Happy Birthday, Husker!

HAPPY BIRTHDAY, HUSKER!

Happy Birthday, Joe!

Update Your Information

The Nebraska Alumni Association wishes you the happiest of birthdays and an amazing year to come!

We hope you're enjoying your alumni association membership. If we haven't heard from you in a while, let us know what you are up to! Please you review, updated email addresses or changed jobs? Let us know by updating your alumni profile. [Go >](#)

Here is the information we have for you:
 Name: Joe Smith
 Address: 123 Main, Kansas City, Missouri 64111
 Email: joe@smith.com

4. Website – Add a Rescued and Recovered Page

- A) **Purpose:** OC Small does a lot of work with animals that are in great need of medical treatment as well as rescuing from harsh environments. While each cat at OC Small Paws may not share this same story, many of the cats at the rescue do. OC Small Paws has great access to share these recovery stories and showcase pictures and small captions of the cat's journey to a loving home or foster home.
- B) This strategy would be considered a **digital promotion strategy** because OC Small Paws is better utilizing and increasing the value of their website.
- C) This strategy is specifically aimed to encourage **new adopters** to be a part of OC Small Paws' movement.
- D) **Details:** OC Small Paws could build a section on their website for these stories. Although this does overlap with the movement to share more success stories, the main purpose of this promotion is to showcase OC Small Paws' commitment to animals in great need. Most adopters are not aware of the great amount of care and treatment that is needed to get to the point of a successful adoption; therefore, this page would serve as a way for OC Small Paws to share their continued devotion to their mission.

How: The marketing team can create a page that includes these types of stories. Ideally each story would have a before and after picture of the cat. This page can be updated as stories continue to have happy endings through adoption.

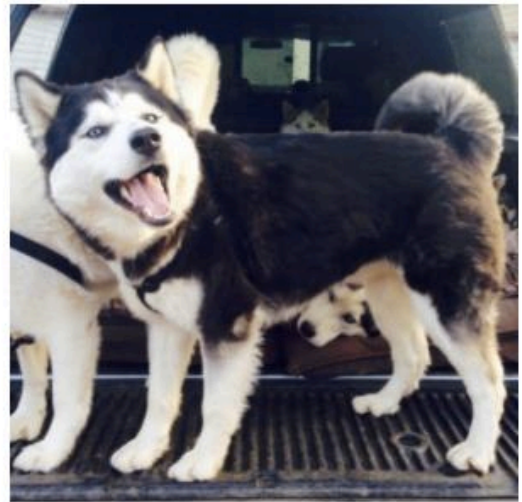
Message: By creating this page, OC Small Paws is building more credibility in the eyes of a potential adoption. The message communicated here is that OC Small Paws has tangible evidence they are willing to share regarding their commitment to their mission.

- E) **Why:** This is important because OC Small Paws does not currently share as much data on their website surrounding these types of success stories. These stories ultimately share how OC Small Paws has such a great impact on their community. It strengthens the value of their website because it builds the organizations credibility and pushes more potential adopters to stay on their website for a longer period of time. These stories also have a quality and emotional impact that will allow potential adopters to remember them and tell others about potentially adopting through OC Small Paws.

Example from Lovebugs Rescue:

Elsa

It is hard to believe this is the same dog. Elsa was abandoned in a Home Depot parking lot, shaved and rail thin. She must have had a recent litter of puppies, because her teats were still full from nursing. However, no puppies were to be found. We scooped Elsa to safety and gave her round the clock care, including meals she could count on. Elsa was quite a handful for our rescue. She was full of energy and an escape artist. While at the dog park one day, we stumbled across a nice couple that have a passion for the Husky breed. The very next day, Elsa became a member of their pack. This couple also had plans to start their own rescue and they recently opened their doors as Shadow Husky Rescue. You can find Elsa hanging around their with her friends!



VI. Fundraising Strategies

A) Overview:

Fundraising is very important to OC Small Paws as they have many services they take care of when rescuing and adopting out a cat. Most of the donations go toward other cats' medical needs or basic veterinarian bills before being able to be adopted.

Although OC Small Paws receives the majority of its funding from the board of directors, Petco, "iheartOC day", and the adoption of cats. OC Small Paws also relies heavily on donations that either come from alumni or people that have resources for a pet cat that they can give away (litter, cat toys, cat food, etc.). Donors are involved to the extent that most local donors are volunteers or staff with OC Small Paws.

Donors are both cause-focused, and organization-focused. Unfortunately, most of OC Small Paws' past fundraising campaigns have not been very successful (ex. partnerships, events, Christmas cards). OC Small Paws relies heavily on consistent adoptions as well as successful partnerships to keep the organization going.

B) Proposal for Improving Existing Fund Raising Strategies

Recommendation #1: OC Small Paws can add a monthly subscription to their current website's donation button.

Recommendation #2: OC Small Paws should add the ability to also make a donation with a debit or credit card. (Currently they only take a PayPal donation)

How: Katelyn Rea can look into how to add these features within the donation button on the website.

Why: Both of these recommendations go hand in hand in making it easier for a possible donor or even a regular donor to give money to the organization. If someone doesn't know what PayPal is or does not have an account, they may be hesitant to ever try to donate to the organization. By allowing them to donate with a credit card, they will have an easier time entering in their information as well as signing up for a monthly subscription that could be connected to the credit card.

Example of what it would look like on the website:

Donate Any Amount You Like By Clicking This Button:



♥ Make Recurring Monthly Donations

Payment Options

Donate \$5/mo. : \$5.00 USD - monthly



♥ Mail Checks Made Payable To

Lovebugs Rescue
PO Box 953
Corona Del Mar, CA 92625

Donate to
Lovebugs Rescue

Purpose: website

\$ 0.00
USD

+ Add special instructions for Lovebugs.

Have a PayPal account? [Log in](#)

or

Donate with a debit or credit card

United States ▾

Card Number

Expires Security Code

MM/YY 3 - 4 digits

Recommendation #3: A member of the OC Small Paws organization can create merchandise with the OC Small Paws logo or even creative gifts that can be exclusive to donors or monthly donors.

How: Although this may not be an idea that is implemented right away, it is something that definitely makes OC Small Paws stand out from the rest of the rescues they compete with in Orange County. Katelyn can look help see if anyone would like to step into this role or would be willing to make merchandise that OC Small Paws could sell on their website. The maker of these pieces could choose to focus on merchandise for the adopter and also fun customizable merchandise for their cat (ex: custom collars, blankets, t-shirts, etc)

Why: By doing this type of fundraising OC Small Paws can differentiate themselves from other competitors and potentially tap into a market of proud pet owners. These merchandise pieces also help promote free marketing when donors sport their gear.

C) Proposed Donor Involvement Strategies

Recommendation #1: Send out personalized thank-you letters to donors that encourage donors to become actively involved in the organization.

How: After a donation is received, the marketing team should immediately send a thank-you letter to the donor. Thank them for their financial contribution and let them know of other ways they can be involved in the organization. Encourage them to stay connected and share with them any adoption/cat success stories or results from the adopter satisfaction survey.

Why: Sending out a thank-you letter allows donors to see that their contributions are appreciated. It is also an encouragement for them to be more actively involved in the organization. Once they see opportunities to get involved then they may want to volunteer or refer someone else to volunteer.

SEE NEXT PAGE FOR THANK-YOU LETTER TEMPLATE



Dear (Donor's Name),

First Paragraph: Thank the donor for their financial contribution and support. Explain that without donor support, OC Small Paws would not be able to serve and rescue the cats in the Orange County Community.

Second Paragraph: Describe the mission of OC Small Paws, why it exists, and the specific need that the organization is meeting. Mention that it allows for opportunities to rescue and save more cats from local shelters or abandonment. Also, utilize any quotes or survey results in this paragraph in order to show the growth of the organization.

Third Paragraph: Mention upcoming events and ways for people to get involved in the organization. Direct them to OC Small Paws' social media platforms and encourage them to "like" the Facebook page.

Fourth Paragraph: Thank the donor again for being a part of OC Small Paws and for their continued support.

Sincerely,
(Name)
(Position within OC Small Paws)

Recommendation #2: Create a special page on the website thanking donors for their continued support of the organization.

How: Katelyn Rea can create a page that consists of a list of names of donors thanked or even pictures of companies or other organizations that have made donations.

Why: A page like this that is constantly updated goes a long way with donors and helps promote them to continue to give and want to stay proud of their donation to the organization. It is also another way to say thank you to the people investing in the organization. It also gets donors to interact on the OC Small Paws website as well as interact on their social media platforms. “Thank yous” can also be listed on the OC Small Paws social media to help further strengthen the meaning of this page.

Example of Donor Thank You Page:

Our Corporate Donors

We would like to thank our generous corporate donors. Without their help, we would not be able to save the 2000 cats and kittens each year that we do.



bissell.com/partnersforpets



The essential tools to reunite you with your pet.

Recommendation #3: Give away limited rewards or special OC Small Paws merchandise to donors that donate each month or that are big donors for the organization. This recommendation works great if OC Small Paws choose to go down this road in the future.

How: If OC Small Paws were to create their own unique merchandise or collect fun new toys for the cats, they could give them away to consistent donors that reach a certain mark or those donors that donate monthly. This could even lead into special donor parties or exclusive donor social media posts that help motivate others to be a part of the community.

Why: Some non-profits give away small unique “goodies” to donors so that they feel unique and part of a special community. This helps foster a strong community of people who can bond over their love for helping OC Small Paws and the animals that they serve.

Recommendation #4: Host a donor/volunteer recognition event.

How: At the end of the year, host a dinner and invite all of the donors and volunteers of the organization. Have the event be planned by Lorena or any kennel manager that already has a large role and talent in planning/hosting events. At the dinner, the mission of the organization will be stated and a brief overview of how the organization started may be said or displayed through a video. Also, a video clips and pictures of the rescued and adopted cats will be a great way to show donors how they’ve been impacting the organization. It is important to not ask for any donations at this event since it is simply a way to say thank-you to donors.

Why: Hosting an event for donors is very important because it is a way to recognize and say thank-you to those donors who have contributed to the organization’s success. It is a way for donors to be more cause-focused and inspired by what OC Small Paws seeks to do. It is highly valuable that volunteer and donors network with each other. For donors to hear stories from volunteers and volunteers to hear what the donations actually helped fund are both invaluable to the organization.

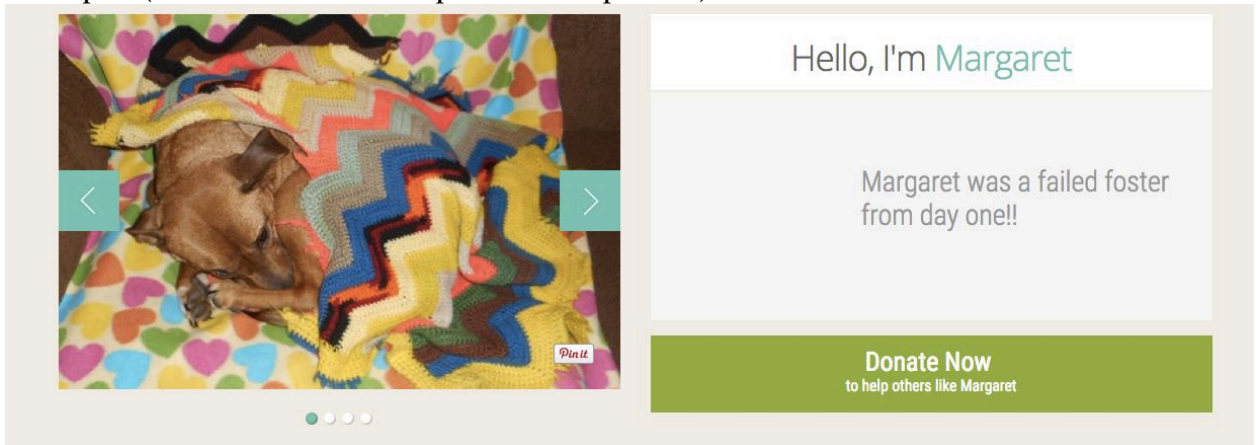
D) Proposed Non-traditional fundraising options

Recommendation #1: Add a section on the website that allows someone to sponsor a cat. Create a page that shares the stories of where exactly this money goes to in the organization. Share stories of cat’s that have unique health care needs and how that money is specifically helping them continue to build their health and live a happy life.

How: Katelyn and Jay can help on the design of this page. They can create a button underneath the page or even a cat’s bio that allows a person to be able to sponsor a cat. The button can then lead to a page that lists specifically what cats this money goes to and why these cats need constant funding (usually due to medical needs or procedures). The page also needs to have a little description of how sponsoring is different than just an average donation. It is also crucial that this option be listed on their website instead of just Petfinder because OC Small Paws ultimately wants to drive traffic to their website and social media postings.

Why: This is a very important area for OC Small Paws to consider because not many of their competitors use this type of fundraising strategy. However, most donors like to see where their money goes and how this money is leading to success. This button and page would allow these donors to be more interactive with supporting OC Small Paws because they are aware and are able to see the tangible healing and love their sponsorship is bringing to the cat they support. The website can be as specific as allowing the sponsor to pick which cat they want to help, or OC Small Paws can choose to highlight the few cats that need the most help and allows these sponsors to see the work that is being done amongst that group of cats.

Example: (Instead of Donate replace with Sponsor)



SEE NEXT PAGE FOR MOCK OF SPONSOR PAGE

OC Small Paws

[About Us](#)

[Adopt](#)

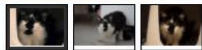
[Donate](#)

[Locations](#)

[How to help](#)

[Contact](#)

“Our mission is to provide health care and temporary housing for homeless animals and actively search for loving, permanent homes for those animals in care.”

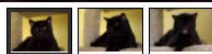
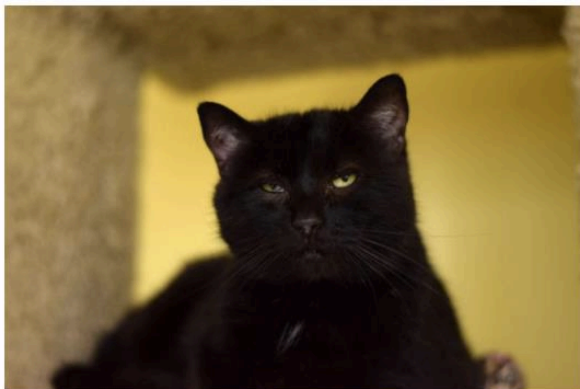


Share: [f](#) [t](#) [g+](#) [Pin it](#) [x](#)

[Sponsor Me](#)

[Ask About Me](#)

This fluffy little sprite is about four years old as of April 2017 and can't wait to be part of your family! Moonlight has an affectionate, docile personality. We're hoping she'll have a chance to come alive more in a home or at least a foster home, as she's getting a bit depressed being boarded at our vet for so long. Moonlight has minor medical needs. She's diabetic and needs two shots of insulin every day, although the procedure is very simple and her dosage times are flexible. She's really not much extra work and so worth the few seconds you'll spend every day giving her her medication! Moonlight needs a foster home, so please contact us if you would like to foster OR adopt Moonlight!



Share: [f](#) [t](#) [g+](#) [Pin it](#) [x](#)

[Sponsor Me](#)

[Ask About Me](#)

Meet Cuddles! As of February 2017 she is approximately 8 years old. Cuddles' owner passed away (she was 95) and the family didn't want her so she came to us. She is only 8 years old but she has the spunk of a young kitty! She does enjoy her head and neck being scratched, and she will curl up like a ball at your feet (she loves shoes) and she will thrive in a home where she gets lots of attention. She also has the funniest little grouchy meow which will keep you laughing! She gets along well with other kitties but does not have any experience with dogs. Our foster to adopt process would work best for anyone interested in giving her a chance at a better life!

E) Fundraising Positioning Map for Donors



Reason for Positioning:

This map is utilized to show how OC Small Paws is unique from other organizations from a fundraising perspective. OC Small Paws has a niche in that they provide a wide variety of services that other organizations do not provide and they create community that is centered on the love and care for the rescued cats and cats still in need of rescuing in Orange County.

- This positioning map shows how OC Small Paws stands out from its main competitors by the services and care that they offer. They never turn someone away who needs help and they make it their priority to take in any cat that comes their way, no matter their current capacity.
- OC Small Paws also fundraises completely different their competitors making them more appealing for potential donors to get involved. They create a community of donors, volunteers and fosters that creates a sense of family when it comes to the animals they help serve.

VII. List of Marketing Activities

Immediate (May – June)

- Revise mission statement to include the community which OC Small Serves (Orange County).
- Distribute “Share Your Story With Us” Form after each adoption (Success Story Forms)
- Create a shared Google sheet or document with the organization’s outputs (# of adoptions, # of cats rescued, etc.)
- Distribute “Customer Satisfaction Survey” with adoption forms.
- Create and distribute a follow up survey on Survey Monkey that can be sent in the follow up email
- Include the opt-in opportunity for alumni to be a part of your social media page and website page
- Plan a kennel manager meeting for each month or every two months. Use the Kennel Manager agenda as a guide for the content of the meetings.
- Create a box on the “Contact” tab that allows past adopters to leave feedback. Record any responses in the shared Google Sheet.
- Post Grant Writer position on Volunteermatch.org or on the OC Small Paws Facebook page
- Plan a marketing meeting for next month. Utilize marketing meeting agenda to improve overall communication and the goals post meeting.
- Post online applications for adoption and volunteering on the OC Small Paws website and Facebook.
- Encourage Fosters to share photos on the closed volunteer page that can be reposted on the OC Small Paws main Facebook page or website
- Recruit fosters who would want to be in a “Why I Foster Video”
- Create follow up email template to adopters/alumni that looks like a newsletter so that they can be notified and aware of upcoming events each month

Short Term (July – Sept)

- Collect 15 new success stories of adoption or fosters using the new “Share Your Story With Us” form
- Create a new success page on the OC Small Paws website
- Create updated infographics each month or year that help speak to all the success OC Small Paws has through adoptions, rescuing, and nursing cats back to health
- Create a volunteer calendar on signup.com for volunteers to better see where they can sign up for future needs or events.
- Understand the responsibilities held by the marketing team
- Create and administer a binder to each kennel manager that includes the cat’s Petfinder personality description and the OC Small Paws cat personality form. (Each location is required to have this – Huntington Beach location does a great

job of this)

- Create and post the “Why I Foster” video to the website as well as Facebook page
- Encourage alumni involvement by sending out the monthly emailed newsletter
- Add a monthly subscription option to the donation button
- Allow donors to donate through using their credit card, not just PayPal
- Allow people to sponsor cats through an added button/option on the website
- Create a sponsor tab or page on the website that showcases a few cats’ stories of their great medical need or continued support (Ex. Moonlight- diabetic needs)

Long Term (Oct – 2018)

- Allow alumni to create and update profiles of their rescued cat on an alumni page on the website.
- Create an end of the year before and after video of all adopted cats in their new happy home.
- Distribute/send out a board of directors’ survey that allows board members to share their satisfaction with their contribution as well as the activity within the board member meetings.
- Utilize Hootsuite to manage the different social media accounts (Facebook, Instagram)
- OC Small Paws could look into partnerships with small local pet stores or boutiques that also serve the Orange County community
- Look into having flyers and fact sheets available for managers to hand out or even fosters
- Consider adding a recovered and rescued section on the website of cats that have been rescued from horrible conditions or have been nursed back to health from severe sickness
- Look into the idea of volunteers creating or making homemade “swag” that they could sell on their website
- Look into having unique merchandise given out to monthly donors

VIII. Marketing Costs

No copy of existing marketing budget is available

Estimated Cost of Recommendations (May 2017- Jan 2018)

Item	Cost	Quantity	Total
Adoption Success Story Forms	\$0.10	40	\$4
Customer Satisfaction Survey	\$0.10	150	\$15
Marketing Meeting Agenda	\$0.10	108	\$10.80
Hootsuite (per month)	\$19 / month	1*	\$228
Signup.com (Volunteer Calendar)	\$0	Basic Package	\$0
Flyer/ Fact Sheet Cards	\$1.40	250	\$350
Cat Personality Forms	\$0.10	250	\$25
Donor/Volunteer Event	\$250*	1*	\$250
Survey Monkey (also a free option)	\$25 / month	1* (Gold Package)	\$300
1 inch Binder	..\$1.67	6	\$10.02
Total Cost to Implement All Recommendations			\$1,185 - \$1,500

*Estimate Cost ranges depending on the types of events or strategies that OC Small Paws choose to provide.

* This total cost is if OC Small Paws decided to go with all recommendations; however OC Small Paws can determine which would be fit the organization immediately and adjust costs from there.

List of Works Consulted

Client Meetings

Client Meeting #1 – Elizabeth Kianpour (Vice President, Board of Director), Initial Meeting Conducted: Phone call, February 24, 2017

Why Relevant?

- Discussed the general operations within OC Small Paws
- Discussed the different areas their non-profits help serve and why they do what they do
- Identified areas of pain: need of more fosters for cats, need more volunteers for transportation of cats to health appointments or adoption events
- Discussed her role as Vice President and how she relies on her volunteers to keep the organization operating smoothly
- Identified that there are many volunteers but not many fosters

Client Meeting #2 – Jessica Colgan (Director of Marketing, Board of Director), Marketing Audit Conducted: In person, March 8, 2017

Why Relevant?

- Discussed how she started with OC Small Paws and what led her to take on the role of Director of Marketing
- Identified and discussed successful stories regarding cat adoptions.
- Discussed the role of marketing in the organization
- Discussed the development of the missions statement
- Identified areas of unique services and advantages that OC Small Paws holds over other non-profits in the same industry
- Discussed where OC Small Paws mainly gets their cats from
- Identified future goals of the organization
- Identified areas of need: more transportation assistance for fosters, more organized communication

Client Meeting #3 – Elizabeth Kianpour, Jessica Colgan, Meeting Conducted: Email, March 21, 2017

Why Relevant?

- Discussed possibly creating a survey for adopters and staff
- Created a survey and developed an incentive for respondents
- Evaluated current adoptions and past adoption trends through survey results
- Gathered feedback from staff regarding their experience
- Discussed Board of Directors

Board of Director Interviews

Board of Director/President #1 – Mary Jacobs (President), Interview Conducted: Survey, March 21, 2017

Why Relevant?

- She got involved with OC Small Paws when the Founder started the organization (Courtney)
- She was led to volunteer at OC Small paws because of the friendly staff, interaction with cats at adoption events, and her love for cats
- Identified areas for improvement:
 - Getting cat paperwork to adopter at time of adoption
 - Following up with adopter
 - Following up with donors
 - Fundraising

Staff Interviews

Staff Interview #1 – Jon Fujiwara (Kennel Manager Westminster Location), Interview Conducted: In person, March 11, 2017

Why Relevant?

- Identified areas of pain: not enough fosters, no way for customers to identify a cat's by personality prior to meeting them at adoption events, not many marketing opportunities
- Discussed different ways that OC Small Paws takes in the cats
- Discussed differences in how to handle cats vs. handling other pets
- Identified an area for opportunity: teach kids how to approach and take care of cats, need better education for younger generation
- Discussed how someone's initial impression of cats is shaped by their first life encounter with a specific cat and that cat's personality

Staff Interview #2 – Lorena Burciaga (Kennel Manager Costa Mesa Location), Interview Conducted: In person, March 18, 2017

Why Relevant?

- Identified areas of need: more fosters, more availability to help take in cats and pick them up to be rescued
- Discussed how and why she became a part of the organization
- Identified that there needs to be better follow up with adoptions
- She is a foster parent and has many cats she already houses

Fosters Interviews

Foster Interview #1 – Jessica Leggett, Interview Conducted: In Person, March 18, 2017

Why Relevant?

- Discussed her time as a foster and caring for cats
- Was looking for a cat rescue to volunteer at when she moved to California
- She found them through her own research online before she moved
- She was inspired by their work and found the staff to be very friendly and professional

Foster Interview #2 – Molly Chertock, Interview Conducted: Survey, March 21, 2017

Why Relevant?

- Found OC Small Paws through word of mouth
- Got involved with the organization because of the friendly staff and love for cats
- Identified that OC Small Paws could improve on their communication

Volunteers

During the course of this project 13 volunteer/staff surveys were collected outside of in person interviews.

Volunteer Interview #1 – Donna Lukas, Interview Conducted: In Person, March 11, 2017

Why Relevant?

- She found OC Small Paws through an emergency of rescuing new feral kittens and not knowing how to take care of them
- She had remembered them through their business card from an adoption event
- OC Small Paws was the only cat rescue that reached out to help with her situation
- She thinks that OC Small Paws could better leverage their marketing to the community
- She wants to communicate how OC Small Paws goes above with helping people through the adoption process
 - They even help with services after the adoption to ensure the well-being of the cat

Volunteer Interview #2 – Christy Vo (Socializer), Interview Conducted: Survey, March 21, 2017

Why Relevant?

- Would love more interaction with volunteers
- Wants to be better informed about new cats coming in and their personalities
- Got involved with OC Small Paws because of her love for cats
- Found OC Small Paws through doing personal research online

Volunteer Interview #3 – Joan Giguere, Interview Conducted: Survey, March 21, 2017

Why Relevant?

- Found OC Small Paws in the volunteer section of a newspaper
- Identified an area for improvement:
 - Have a standard, written cleaning instructions on hand for each Petco location.
 - Follow up with new cat adoptees who adopt a new kitten or cat.
 - Ask how they are doing and help with advice if needed.
- Decided to volunteer for OC Small Paws because of her love for cats and the Huntington beach location being close to her house

Adopters

During the course of this project 42 adopter surveys were collected outside of in person interviews.

Adopter Interview #1 – Julie Morris (Adopted Dorian), Interview Conducted: Survey, March 22, 2017

Why Relevant?

- First heard about OC Small Paws through seeing an adoption event at Petco/Petsmart
- The first thing she considers before adopting is the characteristic of the cat
- Identified a need for improvement: description of each cat's personality at adoption event
- QUOTE: “I came in looking at one cat and left with another. I would not have taken the second cat without a personal review from someone via phone.”
- Very helpful with paperwork, health records and PetCo coupon book.

Adopter Interview #2 – Erin Haasch (Adopted Hank), Interview Conducted: Survey, March 21, 2017

Why Relevant?

- First heard about OC Small paws through seeing an adoption event at Petco/Petsmart
- Identified a need for improvement: Fosters being able to put their opinions in about the cats and if they would be a good fit with the potential owners

- QUOTE: “Julie recommended "Hank" to my daughter. What a great match! Hank is the best cat ever! The whole family loves him. Even 2 out of the 5 of us weren't cat people until Hank came and changed their minds. Thank you Julie!”

Adopter Interview #3 – Kimberly Gonzales (Adopted Leonard), Interview Conducted: Survey, March 21, 2017

Why Relevant?

- First heard about OC Small Paws through Petfinder
- Identified an area of need: responding to inquiries regarding application status
- Her Adoption Story: looking at a cat, application wasn't processed fast enough, missed out on the cat she was looking at
 - However, she was recommended to adopt another cat and was very pleased with the associates knowledge of the personality of the cat and successful adoption

Adopter Interview #4 – Becky Jatczak (Adopted Jasper & Jackson), Interview Conducted: Survey, March 22, 2017

Why Relevant?

- Found OC Small Paws through Petfinder
- The number one decision maker when looking to adopt is to find a rescue close to her home
- Identified an area for improvement: need to be more reachable
- QUOTE: “I never received any paperwork for the two kittens I adopted and had to contact you too many times to get even a flicker of a response.”
- Cats were also labeled neutered when adopted and were in fact not neutered

Adopter Interview #5 – Sheila Rogan (Adopted Piper), Interview Conducted: Survey, March 22, 2017

Why Relevant?

- Found OC Small Paws through one of their adoption events
- Identified an opportunity: have baskets with basic supplies available for purchase at events

Adopter Interview #6 – Erin Haasch (Adopted Otter), Interview Conducted: Survey, March 22, 2017

Why Relevant?

- First heard about OC Small Paws through adoption events
- Suggestion: “Fosters being able to put their opinions in about the cats and if they would be a good fit with the potential owners.

Articles

Article #1: Brown, W. P., & Morgan, K. T. (2015). "Age, Breed Designation, Coat Color, and Coat Pattern Influenced the Length of Stay of Cats at a No-Kill Shelter." *Journal of Applied Animal Welfare Science*, 18(2), 169-180.

Why Relevant: This article is relevant because it provides data on how characteristics of a cat affect its adoption rate. This article compares these studies against shelters and rescues and provides the statistical results for both.

Article #2: Workman, M. K., & Hoffman, C. L. (2015). "An Evaluation of the Role the Internet Site Petfinder Plays in Cat Adoptions." *Journal of Applied Animal Welfare Science*, 18(4), 388-397.

Why Relevant: This article is relevant because it speaks to the influence Petfinder has had on cat adoptions and public awareness of these adoptable cats. It also helped identify characteristics customers look for online when looking to adopt and how that influences overall length of stay (LOS).

Article #3: Stilwell, Victoria. "Shelter vs Breeder." (n.d.): n. pag. Web. 1 Mar. 2017. <<https://positively.com/dog-behavior/new-dogs/shelter-vs-breeder/>>.

Why Relevant: This article is relevant because it discusses the benefits and challenges of adopting through a shelter or rescue vs buying from a breeder. It helps show the thought process of the customer when looking for a pet.

Article #4: Harrell, Jane. "What Is Fostering a Cat?" Petfinder Blog (n.d.): n. pag. Web. 1 Mar. 2017. <<https://www.petfinder.com/animal-shelters-and-rescues/fostering-cats/what-is-cat-fostering/>>.

Why Relevant: This article is relevant because it helps explain why adoption groups need foster homes for the cats. The article also helps others understand the reasons why foster care is beneficial for both the animal and the caretaker.

Article #5: Kathryn Dybdall & Rosemary Strasser (2014) "Is There a Bias Against Stray Cats in Shelters? People's Perception of Shelter Cats and How It Influences Adoption Time", *Anthrozoös*, 27:4, 603-614

Why Relevant: This article is relevant because it speaks to characteristics about cats that make them more likely and less likely to get adopted. It also speaks on the stereotypes people have of stray cats versus cats that are left by their owner. Lastly, this article includes graphics that highlight the differences in adoption rates and length of stay.

Article #6: Greenwood, Arin. "16 Reasons Why Fostering A Shelter Pet Is Basically The Best Thing In The World." *The Huffington Post* (February 25 2015): n. pag. Web. 1 Mar. 2017.

Why Relevant: This article is relevant because it speaks to the benefits of providing a foster home to an animal. It shares photos and other facts that help promote the reasons why someone should open their home to foster an animal.

Article #7: Volin, Abby. "Rescue Group Best Practices Guide." *The Humane Society of the United States* (2015): 1-72. Web. 1 Mar. 2017.

Why Relevant: This article was relevant because it touched on all of the different areas that help a rescue group be successful. This article went into detail of how the rescue should handle themselves in social media and other areas like customer service. Lastly, it even mentions the 5 specific rights animals are entitled to.

Article #8: Harrell, Jane . "Social Media 101 for Shelters and Rescue Groups." 01 Mar. 2017. PowerPoint Lecture.

Why Relevant: This lecture is relevant because it provides pet rescues with ideas for how to manage social media accounts, specifically on different platforms. It also speaks on the difference between clicks and engagement on their websites. Lastly, it encourages creativity on all of the different

Article #9: PRWeb. "The Animal Rescue Shelters in the US Industry Market Research Report Now Available from IBISWorld." *Benzinga* (June 06, 2014): n. pag. Web. 1 Mar. 2017.

Why Relevant: This article included a lot of information regarding the market trends around animal shelters and rescues. It talks about animal adoption awareness and how that has contributed to the growth in the industry of pet adoptions overall.

Article #10: Errichetti, Karen. "Five Characteristics of Effective Animal Rescue Leaders." (2015): n. pag. Web. 06 Mar. 2017.

Why Relevant: This article is relevant because it includes good leadership qualities for effective animal rescue leaders: Professionalism, Persistently Positive, People's Person, Don't believe they are the best at everything, Able to make life and death decisions

Article #11: "Ad Campaigns Depicting Shelter Pets as "Damaged Goods" Are Misleading." (2014): n. pag. Web. 26 Mar. 2017.
<<http://healthypets.mercola.com/sites/healthypets/archive/2014/01/15/shelter-animals.aspx>>.

Why Relevant: This article is relevant because it shares statistics of how people view shelters, reasons why people are less likely to adopt from shelters, and how these reasons affect the euthanasia rates of animals in shelters. Lastly it speaks on the effects of the current advertising campaigns for shelters.

Article #12: Baillon, Jeff. "Investigators: The Puppy Pipeline." (2015): n. pag. Web. 26 Mar. 2017. <<http://www.fox9.com/news/investigators/1899633-story>>.

Why Relevant: This article is relevant because it mentions a state's trend movement to rescuing dogs. It also gives reasons why these animals are more appealing in the adoption process than other adoptable pets.

Websites

Website #1: <http://www.asPCA.org/animal-homelessness/shelter-intake-and-surrender/pet-statistics>

Why Relevant: This website provided a lot of statistics on both cats and dogs and the rate at which they are euthanized at shelters across the country. It also provided statistics on how most pet owners find out about animals they are interested in adopting.

Website #2: <http://gbhs.org/foster-care/>

Why Relevant: This website answered a lot of questions that most people might have before deciding to be a foster home for animals. This information was really helpful for those who don't know what goes into the process of becoming a foster home.

Website #3:

https://www.facebook.com/pg/smallpawsanimalrescue/reviews/?ref=page_internal

Why Relevant: This website was relevant because it was the Facebook page to the non-profit I am working alongside. The page allowed me to see what other non-profits they work with, the cats they put up for adoption, and some stories that inspire those to adopt or donate to their cause.

Website #4: <http://www.ocsmallpaws.org>

Why Relevant: This website was relevant because it is OC Small Paws actual website. It includes links to adoptable cats, adoption processes, and how to support their organization. It links both to their Facebook and Instagram. It includes a easy link to contact the organization as well as see what cats are currently up for adoption.

Website #5: <https://foreverhomecatrescue.org/>

Why Relevant: This website is relevant because it is one of OC Small Paws main competitors.

Website #6: <http://www.ocpetinfo.com/services/petlaws>

Why Relevant: Listing of Orange County animal care and pet laws

Website #7: <https://www.avma.org/KB/Policies/Pages/Companion-Animal-Care-Guidelines.asp>

Why Relevant: List the standards and requirements for housing and caring for animals

Website #8: <http://meoowzresq.org/>

Why Relevant: This website is relevant because it is one of OC Small Paws main competitors. It helps with comparisons between competitors in the same industry.

X. Appendix

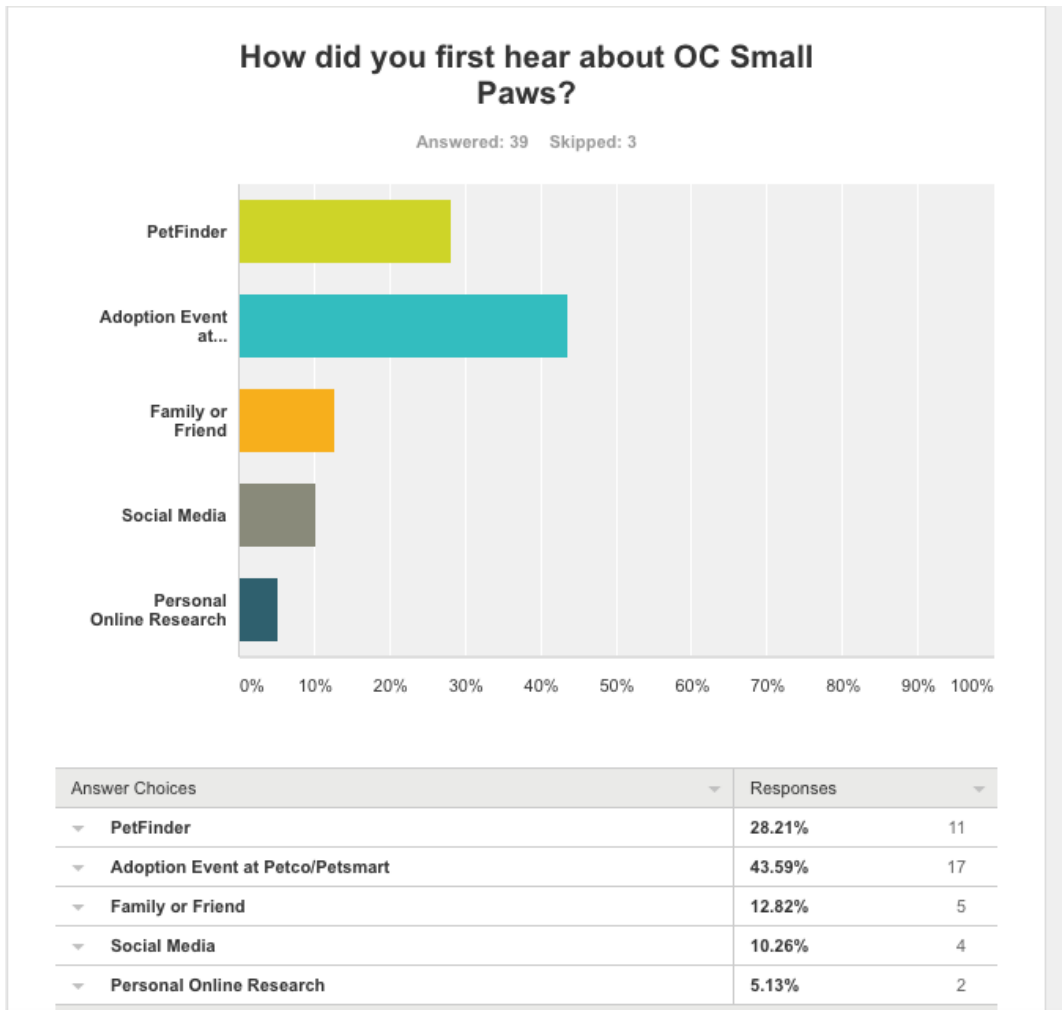
Survey Results:

- 42 adopter surveys were collected
- 13 Volunteer/Staff Surveys were collected

Surveys collected between: March 20, 2017 – May 8, 2017

1. Adoption Survey Results

Q1.

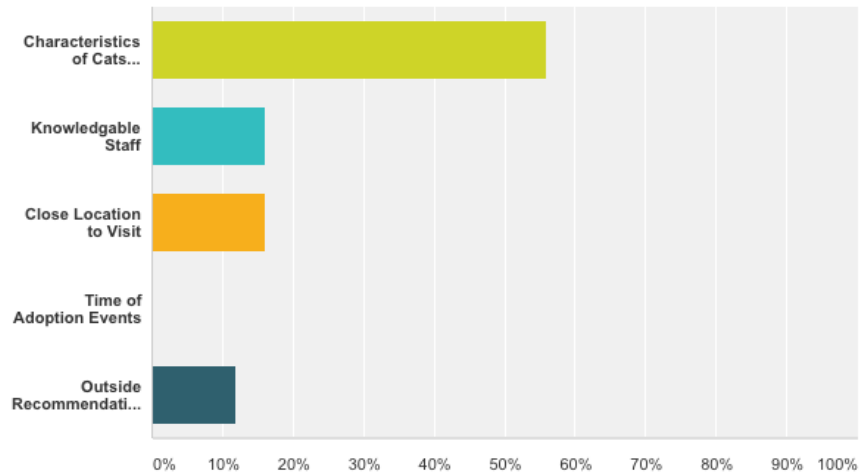


Categorize as...	Filter by Category	Search responses
Showing 6 responses		
Facebook	4/10/2017 11:39 PM	View respondent's answers
he was in the cat area in Petco	4/10/2017 2:39 PM	View respondent's answers
I volunteer for OC Small Paws	3/30/2017 10:48 AM	View respondent's answers
and petco	3/27/2017 10:01 AM	View respondent's answers
Saw kitty in Petco. Not an event.	3/23/2017 6:13 AM	View respondent's answers
Saw cats at Petco on non adoptions day	3/22/2017 1:18 AM	View respondent's answers

Q2.

What is the first thing you look for when looking to adopt from a rescue?

Answered: 25 Skipped: 17



Answer Choices	Responses
Characteristics of Cats Available for Adoption	56.00% 14
Knowledgeable Staff	16.00% 4
Close Location to Visit	16.00% 4
Time of Adoption Events	0.00% 0
Outside Recommendations/Ratings	12.00% 3
Total	25

Showing 3 responses

That the animals were being taken care of well.

4/10/2017 11:39 PM [View respondent's answers](#)

Responsive staff who knows their animals and genuinely cares about their animals.

3/23/2017 12:48 AM [View respondent's answers](#)

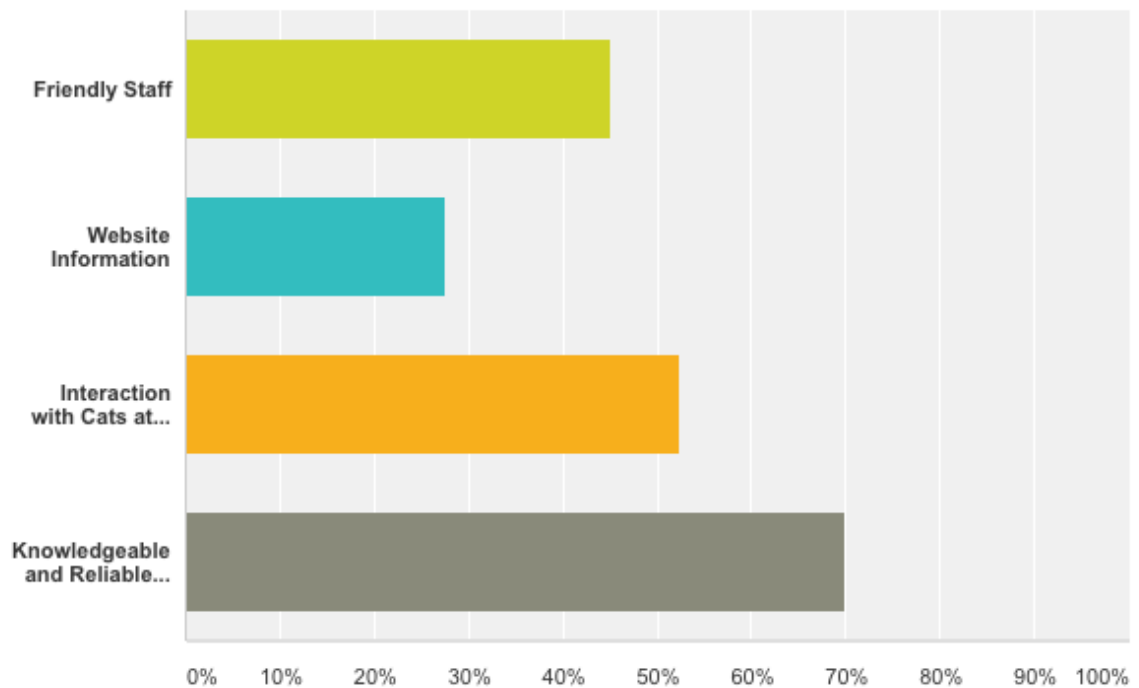
We were looking to foster

3/22/2017 1:18 AM [View respondent's answers](#)

Q3.

What factors were most important to you when you adopted through OC Small Paws?

Answered: 40 Skipped: 2



Answer Choices	Responses
<input type="checkbox"/> Friendly Staff	45.00% 18
<input type="checkbox"/> Website Information	27.50% 11
<input type="checkbox"/> Interaction with Cats at Adoption Events	52.50% 21
<input type="checkbox"/> Knowledgeable and Reliable Staff	70.00% 28
Total Respondents: 40	

Responsiveness and the abilities to suggest cats that would be good for our situation that may or not be on the website as well as a willingness to meet with us and allow us to get to know the animals.

3/23/2017 12:48 AM [View respondent's answers](#)

Julie was awesome!

3/21/2017 10:18 PM [View respondent's answers](#)

The photos!!

3/21/2017 1:55 PM [View respondent's answers](#)

they had the kitty I wanted, fell in love from the online pictures :)

3/21/2017 1:31 PM [View respondent's answers](#)

Q4.

What is one thing OC Small Paws could improve on?

Answered: 28 Skipped: 14

Responses (28)

Text Analysis

My Categories

PAID FEATURE

Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a paid plan .

[Upgrade](#)

[Learn more »](#)

Categorize as...

Filter by Category

Search responses



Showing 28 responses

Nothing, loved working with the staff and Katelyn, Anya's foster mommy.

4/10/2017 11:39 PM [View respondent's answers](#)

nothing. didn't have a problem with anything.

4/10/2017 2:39 PM [View respondent's answers](#)

Sometimes we would go to an event, but would find out that the event was cancelled for the day due to either weather or some other issue after we arrived. I wish we could have a heads up when events are cancelled for the week.

4/10/2017 12:38 PM [View respondent's answers](#)

I had never heard of OC Small Paws until I went online looking for a new cat. Maybe better advertising...

4/1/2017 6:00 AM [View respondent's answers](#)

Communication

3/27/2017 10:01 AM [View respondent's answers](#)

chip activate patient

3/25/2017 10:06 AM [View respondent's answers](#)

Continued...

SP adoption papers stated age of Cat was 3 yrs old. After I got home and checked vaccination papers, age stated was 9 yrs. Local Vet confirmed Cat was MUCH older than 3 yrs by the tartar on teeth. Cat also was Flea and Ear Mite infested, which was an additional expense to have them treated at Vet.

3/25/2017 4:53 AM [View respondent's answers](#)

Absolutely nothing! Everything was perfect!

3/24/2017 10:45 PM [View respondent's answers](#)

Reduction of paperwork to a page or two. Perhaps have an iPad available to apply online while visiting cats.

3/23/2017 10:20 AM [View respondent's answers](#)

Better discount on 2 pets. Everything else was awesome!

3/23/2017 6:13 AM [View respondent's answers](#)

Providing list of needs on website--I donate money through the website but would also like to be able to donate items (such as food) as well.

3/22/2017 12:23 PM [View respondent's answers](#)

I agree that references are important. But the delay in calling ALL my references was a bit overkill.

3/22/2017 11:43 AM [View respondent's answers](#)

Nothing

3/22/2017 6:15 AM [View respondent's answers](#)

Being more reachable. I never received any paperwork for the two kittens I adopted and had to contact you too many times to get even a flicker of a response. I needed the paperwork so I could get the cats neutered because even though they were marked "neutered" on the forms we got at Petco while picking them up, they were in fact, NOT neutered. There was a lot of extra stress involved in getting this simple process completed because of our lack of a response and misinformation.

3/22/2017 5:33 AM [View respondent's answers](#)

The type and location of the enclosure the cats are kept in at the adoption site. They should be in a safe enclosed room, like the ones at most PetSmart stores, not in a tiny enclosure right out in the store where any non-potential adopters can mess with them.

3/22/2017 2:51 AM [View respondent's answers](#)

Responding promptly to inquiries.

3/22/2017 1:42 AM [View respondent's answers](#)

It would be helpful if there was a little description of each cat's personality. I came in looking at one cat and left with another. I would not have taken the second cat without a personal review from someone via phone.

3/22/2017 1:07 AM [View respondent's answers](#)

Continued...

Social media page for more engagement. Like Facebook.

3/22/2017 12:26 AM [View respondent's answers](#)

Fosters being able to put their opinions in about the cats and if they would be a good fit with the potential owners...

3/21/2017 10:18 PM [View respondent's answers](#)

Responding to inquiries regarding application status

3/21/2017 4:27 PM [View respondent's answers](#)

Nothing. My biggest complaint about adoption festivals is unapproachable staff. Every time I walked into Petco on Adams/Magnolia staff was friendly. That made me decide to adopt only there when the right cat came along.

3/21/2017 2:18 PM [View respondent's answers](#)

OC Small Paws is a fantastic organization. I have been involved with lots of different rescues and Mary and her network are top notch. They care, they take phenomenal care of their animals and I adore Dr. Kim. I tell anyone looking for a cat to check out Small Paws- they are the best

3/21/2017 1:55 PM [View respondent's answers](#)

Maybe have baskets with basic supplies available for purchase at events?

3/21/2017 1:51 PM [View respondent's answers](#)

Giving microchip code to clients

3/21/2017 1:47 PM [View respondent's answers](#)

I did not find anything to improve on in the adoption process, I had a good experience.

3/21/2017 1:31 PM [View respondent's answers](#)

Nothing! I had a wonderful experience with OC Small Paws and would recommend it to anyone.

3/21/2017 1:17 PM [View respondent's answers](#)

I don't know, they do one hell of a job already!

3/21/2017 1:15 PM [View respondent's answers](#)

I really think you are doing everything right. Your team is so friendly and interactive at the adoption events. Coming from someone who communicates with a lot of different pet rescues I can tell you that you guys stand out. Your team encourages the public to interact with the cats, and are there to answer questions which I think is key. You always up to date on Petfinder too which I think is critical. I recommend everyone looking to a cat for you and share all your social media posts with friends and family to help spread the word.

3/21/2017 1:14 PM [View respondent's answers](#)

Q5.

What does OC Small Paws do really well?

Answered: 25 Skipped: 17

Responses (25)

Text Analysis

My Categories

PAID FEATURE

Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a paid plan .

Upgrade

[Learn more »](#)

Categorize as...

Filter by Category

Search responses

Showing 25 responses

OC Paws really facilitates getting to know the pets. I appreciate that they are so thorough.

5/9/2017 11:34 PM [View respondent's answers](#)

Communication and paperwork was easy.

4/10/2017 11:39 PM [View respondent's answers](#)

gets pets in good homes, gets the word out on social media.

4/10/2017 2:39 PM [View respondent's answers](#)

OC Small Paw's online postings for kitties are very descriptive and are much higher quality compared to other rescues! I always appreciate knowing a kitty's personality in depth rather than just seeing a picture and a few words about the physical attributes of the kitty. The staff are also incredibly friendly and you can tell they really care about the kitties!

4/10/2017 12:38 PM [View respondent's answers](#)

The pictures of cats with people. Matching cat to a future owner.

4/10/2017 10:29 AM [View respondent's answers](#)

Found us the perfect cat/companion for our other cat.

4/1/2017 6:00 AM [View respondent's answers](#)

Care for the animals

3/31/2017 3:32 AM [View respondent's answers](#)

Lorena provided a lot of information about the cat personality and how to care for bringing Gordon into a house with established cats.

3/30/2017 10:48 AM [View respondent's answers](#)

friendly

3/27/2017 10:01 AM [View respondent's answers](#)

Remember you:)) my cat was very hard to get Accu mated

3/25/2017 10:06 AM [View respondent's answers](#)

On several visits to local store (orange) the Cats in the enclosure had No Water to drink. There were several water bowls and every one was completely empty. I had to track down a store employee to go inside and refill the water bowls.

3/25/2017 4:53 AM [View respondent's answers](#)

Continued...

EVERYTHING! I mean it! You guys matched us PERFECTLY with our Salem! The process was quick and easy but extremely thorough. Within 24 hours, you contacted our references, were in touch with us, and we were able to welcome him into our home! You are friendly, super knowledgeable and caring about your animals, and professional. We loved our ENTIRE experience!

3/24/2017 10:45 PM [View respondent's answers](#)

Love and care of cats and kittens. Great foster network. Great health care for its cats. Caring and knowledgeable staff and volunteers.

3/23/2017 10:20 AM [View respondent's answers](#)

They explained the background of the cats i adopted and that helped me be patient with their transion to my home.

3/23/2017 6:13 AM [View respondent's answers](#)

Social media for such a small staff. Looking out for best interests of kitties.

3/22/2017 12:23 PM [View respondent's answers](#)

Knowledgeable about the animals at the adoption event.

3/22/2017 11:43 AM [View respondent's answers](#)

Make sure you're eligible to adopt

3/22/2017 7:52 AM [View respondent's answers](#)

Know their cats

3/22/2017 6:15 AM [View respondent's answers](#)

Help out at the beginning of an adoption. They are very accommodating and helpful when trying to find a cat that is right for you and how to adopt them.

3/22/2017 5:33 AM [View respondent's answers](#)

Responds quickly to email, able to answer questions about available cats

3/22/2017 4:14 AM [View respondent's answers](#)

They have a caring and friendly staff and/or volunteers.

3/22/2017 2:51 AM [View respondent's answers](#)

Wonderful foster parents that help kitties to feel loved and secure and more likely to be adopted

3/22/2017 1:42 AM [View respondent's answers](#)

Help getting cats through difficult times

Really personable staff. Very helpful with paperwork, health records and PetCo coupon book. The volunteer, Julie, clearly found her passion with this rescue agency.

3/22/2017 1:07 AM [View respondent's answers](#)

Caring for the cats and the adoption parents.

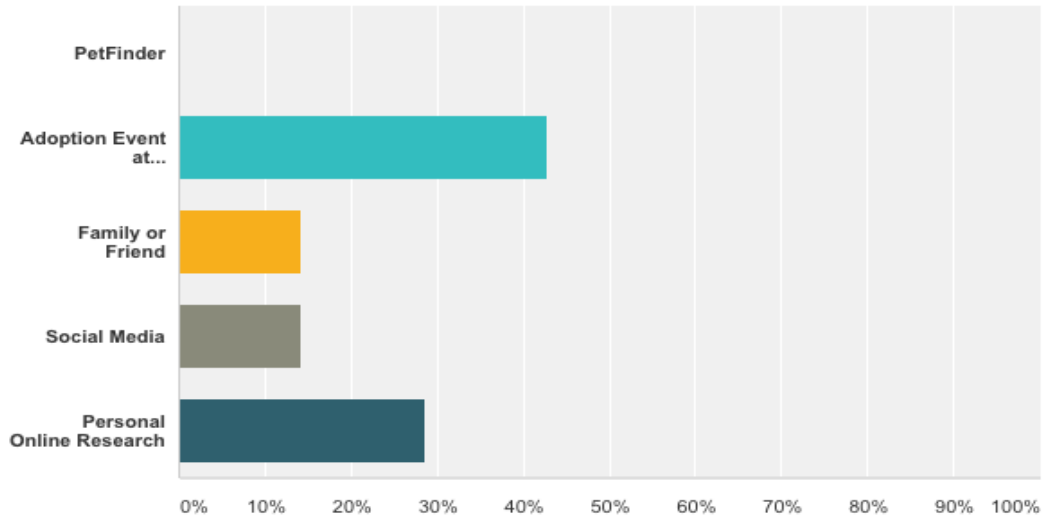
3/22/2017 12:26 AM [View respondent's answers](#)

B. Volunteer/Staff/Foster Survey Results

Q1.

How did you first hear about OC Small Paws?

Answered: 7 Skipped: 6



Answer Choices	Responses
PetFinder	0.00% 0
Adoption Event at Petco/Petsmart	42.86% 3
Family or Friend	14.29% 1
Social Media	14.29% 1
Personal Online Research	28.57% 2
Total	7

Went to Petco, and got an OC Small Paws Card.

3/24/2017 2:01 AM [View respondent's answers](#)

In HB Petco store

3/23/2017 3:34 AM [View respondent's answers](#)

Met Mary at AHHB where I used to work.

3/21/2017 2:06 PM [View respondent's answers](#)

Volunteer Section in Newspaper

3/21/2017 2:01 PM [View respondent's answers](#)

Was there when Courtney founded it

3/21/2017 1:56 PM [View respondent's answers](#)

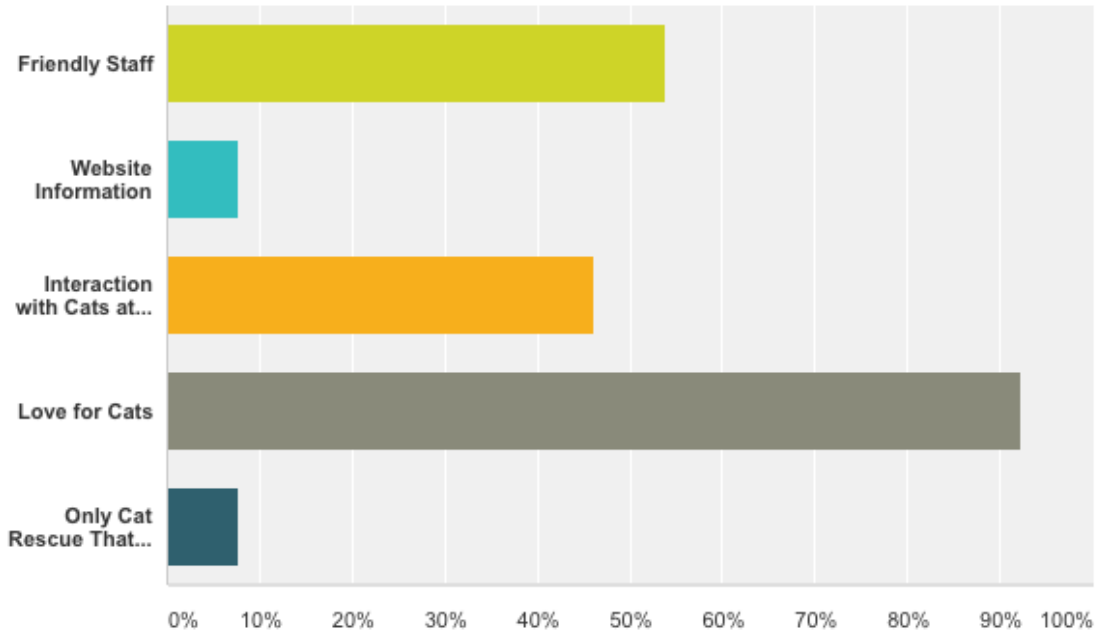
Volunteermachh

3/21/2017 1:11 AM [View respondent's answers](#)

Q2.

What factors helped you decide to get involved with OC Small Paws?

Answered: 13 Skipped: 0



Answer Choices	Responses
Friendly Staff	53.85% 7
Website Information	7.69% 1
Interaction with Cats at Adoption Events	46.15% 6
Love for Cats	92.31% 12
Only Cat Rescue That Helped In A Time of Need	7.69% 1

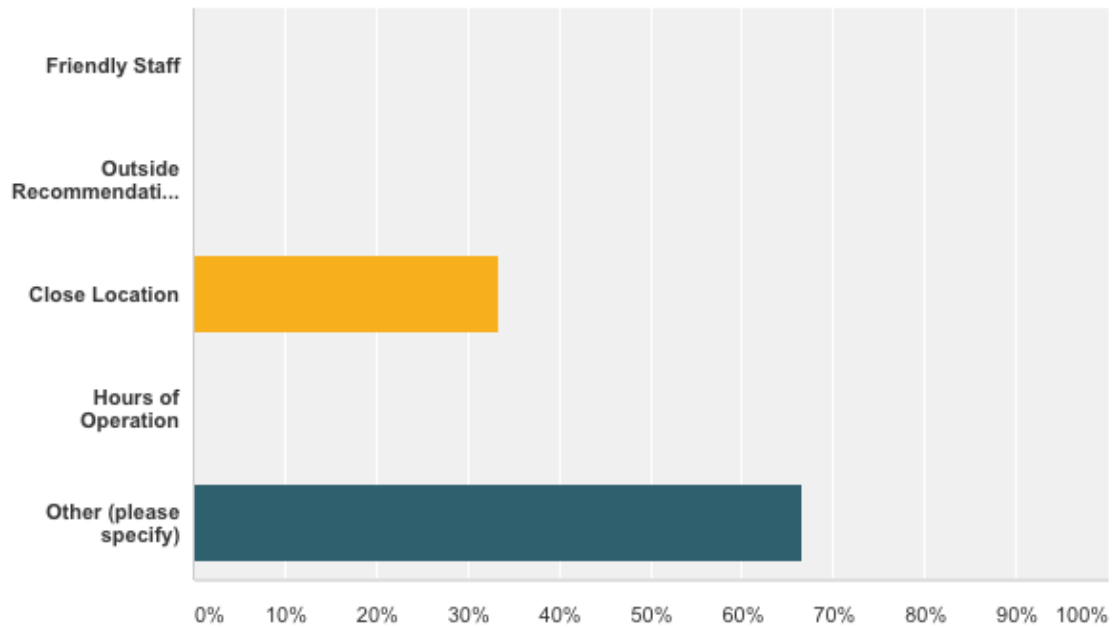
HB Petco close to my home

3/21/2017 2:01 PM [View respondent's answers](#)

Q3.

What is the first thing you look at before choosing to volunteer/ foster for a pet rescue?

Answered: 3 Skipped: 10



Answer Choices	Responses
▼ Friendly Staff	0.00% 0
▼ Outside Recommendations/Ratings	0.00% 0
▼ Close Location	33.33% 1
▼ Hours of Operation	0.00% 0
▼ Other (please specify) Responses	66.67% 2

How the business looks like.

3/24/2017 2:01 AM [View respondent's answers](#)

Practices good rescue

3/23/2017 3:34 AM [View respondent's answers](#)

Q4.

What is one thing OC Small Paws could improve on?

Answered: 12 Skipped: 1

Responses (12)

Text Analysis

My Categories

PAID FEATURE

Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a paid plan .

Upgrade

[Learn more »](#)

Categorize as...

Filter by Category

Search responses

Showing 12 responses

None

3/24/2017 2:01 AM [View respondent's answers](#)

Communication and certain stores could use more protocols, specifically the HB store. For instance... a sign in and out sheet with room for notes would be good at this store so when volunteers come by they know when and if someone has been there. It also helps to jot down notes so volunteers that come after know if there's specific things to look out for with certain cats.

3/23/2017 3:34 AM [View respondent's answers](#)

More fundraising :-)

3/22/2017 8:53 AM [View respondent's answers](#)

Nothing, as far as I can tell.

3/21/2017 11:56 PM [View respondent's answers](#)

Communication between volunteers

3/21/2017 11:45 PM [View respondent's answers](#)

I think we are doing a great job!!

3/21/2017 11:26 PM [View respondent's answers](#)

I would love for interaction between volunteers.

3/21/2017 4:17 PM [View respondent's answers](#)

I can think of anything, I think they do a great job.

3/21/2017 2:22 PM [View respondent's answers](#)

Have a standard, written cleaning instructions on hand for each Petco location. Follow up with new cat adoptees who adopts a new kitten or cat. Ask how they are doing & help with advice if needed.

3/21/2017 2:01 PM [View respondent's answers](#)

Getting cat paperwork to adopter at time of adoption; following up with adopter; following up with donors; FUND RAISING

3/21/2017 1:56 PM [View respondent's answers](#)

Communication

3/21/2017 1:22 PM [View respondent's answers](#)

More organized communication. We definitely have some gaps in the chain of communication sometimes.

3/21/2017 1:11 AM [View respondent's answers](#)

Q5.

What is one thing OC Small Paws could better assist you with?

Answered: 9 Skipped: 4

Responses (9) | Text Analysis | My Categories

PAID FEATURE
Use text analysis to search and categorize responses; see frequently-used words and phrases. To use Text Analysis, upgrade to a paid plan .

[Upgrade](#) [Learn more »](#)

Categorize as... | Filter by Category | Search responses

Showing 9 responses

Volunteer opportunities
3/24/2017 2:01 AM [View respondent's answers](#)

Communication
3/23/2017 3:34 AM [View respondent's answers](#)

nothing comes to mind
3/22/2017 8:53 AM [View respondent's answers](#)

Liz K. is very knowlegable and helpful. I have all the assistance I need.
3/21/2017 11:56 PM [View respondent's answers](#)

Nothing
3/21/2017 11:26 PM [View respondent's answers](#)

I wish I would be more informed about the new cars coming in.
3/21/2017 4:17 PM [View respondent's answers](#)

Can't think of anything
3/21/2017 2:22 PM [View respondent's answers](#)

Tbd
3/21/2017 1:22 PM [View respondent's answers](#)

More transportation assistance for fosters would be nice.
3/21/2017 1:11 AM [View respondent's answers](#)