Faunalytics' Strategic Plan
Last updated: December 2016

Following is a set of recommendations for Faunalytics' strategic planning, updated following our board call on November 21, 2016. The recommendations reflect the idea of potentially refining our operations to something that may be more sustainable and more manageable for an eventual successor. Recommendations are provided by program area and administratively for the overall organization.

Website/Library

In order to increase its impact, Faunalytics will focus on resources and activities that reach the largest audience and have the potential to help the most animals. The online library and website resources will, therefore, become our primary activities. Faunalytics is also able to leverage its resources well in this area, utilizing volunteers to assist with summarizing new research items and writing blog articles.

Content and Volume:
- Maintain volume for 2018 at about five articles/blogs per week at a minimum, increasing where possible using volunteers
- Do more blogs and more in-depth analyses of the underlying studies to maximize the use of existing resources
- Make even more effort (at no cost) to provide full text links for source articles
- Eventually, consider dropping newsletters and incorporating all content into alerts to streamline communications

Technical Improvements:
- Invest up to $10,000 in website improvements to enhance usability and utilization
- Evaluate our hosting setup to improve speed and performance
- Unify the content types to simplify the website and editing process
- Improve mobile responsiveness and speed for the entire website
- Rebuild email alert system, improve formatting and mobile responsiveness
- Improve full-width format and convert all non-article pages
- Rebuild donation form/process to simplify and encourage monthly donations
- Continue to look for reliable volunteers for site improvements

Sustainability:
- Make regular and direct appeals for users to become donors
- Keep total expenses at or below $30,000 per year (including personnel)

Independent Studies

The study of lapsed veg*ns is probably the most important work we've done. Independent studies have the potential to be an area where Faunalytics leads, but they're also very expensive and time-consuming. If we continue independent studies in addition to the library, then we need

to ensure we raise enough funds for each study up-front. We will identify and flesh out a handful of potential studies and begin fundraising for the most promising idea(s). Next steps include:

- Create a "wish list" of 3–5 study ideas and a funding plan for top idea(s)
- Ask our constituents for their suggestions for potentially valuable studies
- Consider crowdsourcing and other non-traditional funding sources
- Identify possible add-on (client) services for each independent study
- Continue Animal Tracker if sponsorship amounts are sufficient

Fee-for-Service

In order to concentrate on resources that help the most advocates possible, our goal will be to eliminate nearly all fee-for-service work by the end of 2018. We will stop taking on new projects immediately, with some limited exceptions. We will maintain the highest quality existing projects as we move them towards completion or transition. Following are a handful of steps we can take to begin making these changes:

- Take on new client projects on a very selective and short-term basis only
- Figure out a mutually agreeable exit strategy for all long-term clients
- Halt pro bono work and Grassroots Fund for the foreseeable future
- Halt exploration of the viability of working with for-profit companies
- Possibly consider productized services that might be implemented for individual clients with little to no customization (examples: readability, shelter community surveys, etc.)

Administrative

There are many administrative tasks associated with the above changes and with preparing the organization for eventual succession. Following is an initial list.

- Conduct a constituent survey with a focus on the library and alerts
- Conduct phone or in-person interviews for more input on library/alerts
- Identify and recruit more advisors and board members
- Identify possible successors for the executive director role
- Set up online QuickBooks account and enter a year of transactions
- Update and file new bylaws and articles of incorporation
- Create operations manual and clarify policies and procedures
- Create or update development and communications plans
- Control costs and maintain a bank balance of $50,000 or more