

**THE FERAL CAT FOUNDATION**  
**RESOURCE DEVELOPMENT PLAN**

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The Feral Cat Foundation is a non-profit organization that helps the homeless cat population in the Alameda and Contra Costa Counties. As a 501(c)3 charitable organization, the Feral Cat Foundation receives most of its support from the general public and does not advocate for any political position. Being a small all-volunteer non-profit organization, efficient resource development and management is necessary to ensure smooth operation of its programs. An organized resource development plan is both ideal and necessary to better manage the Feral Cat Foundation's existing resources and to develop new resources that would allow the foundation to expand its programs.

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## **ORGANIZATION OVERVIEW**

### **Mission & Programs**

Based in Moraga, CA, the Feral Cat Foundation was founded in 1998 by a group of volunteers committed to reduce homeless cat sufferings.<sup>1</sup> The foundation defines feral cats to be any cats that are homeless and believes they are a result of irresponsible pet ownership and human neglect. Their mission is to alleviate the overpopulation and suffering of these cats in the East Bay communities, with a specific focus on utilizing humane solutions. The foundation strives to “promote public recognition of this problem, to pursue workable solutions, and without euthanasia, to humanely reduce the population while improving the quality of life for these innocent victims of human neglect.”<sup>2</sup>

The Feral Cat Foundation carries out its mission through three major avenues. First, the foundation uses the “TNR” (trap-neuter-return) method to reduce feral cat populations in the wild.<sup>3</sup> Through the trapping program, volunteers take feral cats from parks or neighborhoods, spay or neuter them, and return the cats to the location where they were found. Second, a foster program allows feral cats and kittens to be tamed and cared for in foster homes until they can be permanently adopted. Third, cats that are returned will be fed daily by volunteers through the feral colony feeding program. The foundation manages these feral cat colonies and provides medical attention to the cats on an as-needed basis. As of 2007, the foundation has spayed/neutered over 9,000 feral cats and adopted 4,000 of them into permanent homes.<sup>4</sup>

### **Avenue of Current Resources**

The foundation has no paid staff and is operated with the help of seven board members and between 20-100 volunteers.<sup>5</sup> Most of the foundation's funding comes from cat adoption fees, membership fees, and individual donations. The foundation also employs other fundraising strategies including a raffle program, where funds are generated through ticket sales and prizes are donated by individuals or businesses. Through an *eScript program*, users can register specific credit cards and their Safeway club

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<sup>1</sup> Economic Research Institute. (2008). *Nonprofit Organization Information: Feral Cat Foundation*. Retrieved September 2, 2008, from: <http://www.eri-nonprofit-salaries.com/index.cfm?FuseAction=NPO.Summary&EIN=680411209&Cobrandid=0>

<sup>2</sup> (2008, March 5). *Feral Cat Foundation*. Retrieved September 2, 2008, from: <http://www.feralcatfoundation.org/index.asp>

<sup>3</sup> Ibid.

<sup>4</sup> (2007). *April Mewsletter*. Retrieved September 2, 2008 from Feral Cat Foundation: [http://www.feralcatfoundation.org/news/2007\\_Spring\\_Newsletter.pdf](http://www.feralcatfoundation.org/news/2007_Spring_Newsletter.pdf)

<sup>5</sup> JustGive.Org. (2008). *Feral Cat Foundation*. Retrieved September 2, 2008, from: <http://www.guidestar.org/pqShowGsReport.do?partner=justgive&npoid=409642>

cards with the Feral Cat Foundation, and merchants will donate a minimal portion of the sales to the Foundation.<sup>6</sup> Funds raised are used mainly for the medical, transportation, and food costs of helping the homeless cats.

### **Current Situation and Goals:**

Since its establishment in 1998, the foundation slowly built up its assets. In the year 2006, the Foundation had roughly \$70,000 in total assets, with over \$125,000 in total revenue but over \$142,000 in total expenses, resulting in a deficit of \$17,000.<sup>7</sup> The foundation experienced a similar scale deficit in 2002, 2003, and 2004, but continued to operate using their limited total assets to cover any year-end deficit.<sup>8</sup> Due to their limited resources, the foundation is putting fewer cats into foster homes for adoptions. Annually, the foundation provides spay and neuter surgeries to over 800 feral cats. From 1998 to 2004, the foundation placed about 50% of these fixed cats in foster homes and subsequently adopted them out in to permanent homes. Beginning in 2005, the foundation could only provide foster homes for about 30% of these cats.<sup>9</sup> With its current limited resources, the foundation barely meets its needs to maintain its functions and is not capable of fostering all the eligible cats they come across.

Although the foundation's long term goals include expanding its programs to take owner-surrendered cats and running an independent cat rescue shelter, these goals should not be the current focus due to their immediate resource constraints. The foundation must first evaluate the needs to stabilize and maintain its current programs, and then proceed to evaluate the needs of possible program expansion. The foundation's short term goal will be to stabilize their foster home program and increase the foster rate back to at least 50%.

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## **CURRENT CAPACITY AND EXISTING RESOURCES**

The following section is a needs assessment that examines the human, physical, and financial resources of the Feral Cat Foundation. The purpose is to understand and evaluate the foundation's current situation and its capacity to meet its current goal. The needs assessment takes on a one to two year timeframe in light of the current goal to stabilize the foster program, but does not take into account the long term goals of taking owner-surrendered cats or running an independent cat shelter. The long term goals should be revisited and reassessed in a few years after the foundation has stabilized all of its current programs and has more developed resources.

### **Human Resource Assessment**

According to the board secretary, one of the foundation's biggest challenges is to find regular committed volunteers. The foundation has no paid staff and relies heavily on its seven board members to

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<sup>6</sup> (2007). *Winter Holiday Mewsletter*. Retrieved September 2, 2008 from Feral Cat Foundation: [http://www.feralcatfoundation.org/news/2007\\_Winter\\_Newsletter.pdf](http://www.feralcatfoundation.org/news/2007_Winter_Newsletter.pdf)

<sup>7</sup> Feral Cat Foundation. (2007). *Form 990 Return of Organization Exempt From Income Tax 2006*. Retrieved September 2, 2008, from [http://204.203.220.33/EINS/680411209/680411209\\_2006\\_033DB705.PDF](http://204.203.220.33/EINS/680411209/680411209_2006_033DB705.PDF)

<sup>8</sup> Economic Research Institute. (2008). *Nonprofit Organization Information: Feral Cat Foundation*. Retrieved September 2, 2008, from: <http://www.eri-nonprofit-salaries.com/index.cfm?FuseAction=NPO.Summary&EIN=680411209&Cobrandid=0>

<sup>9</sup> (2008, March 5). *Feral Cat Foundation*. Retrieved September 2, 2008, from: <http://www.feralcatfoundation.org/index.asp>

carry out its programs. The board is composed of a president, a treasurer, a secretary, a program director, a membership/volunteer director, and two members responsible for medical reviews.<sup>10</sup> In addition to the seven board members, the foundation has between 20 – 100 volunteers, with about 30 of them being committed to support the foundation on an ongoing basis.<sup>11</sup> The other volunteers are mostly students or elders that participate in a one-time adoption event, but they don't commit themselves to future events.<sup>12</sup>

In order to stabilize their foster care program, the foundation must increase the number of available foster homes. For the purpose of this assessment, foster homes are considered a human resource since they are associated with a volunteer's willingness to provide space, time, and energy to take care of the cats. The foundation typically places up to five cats or up to seven kittens from the same litter in a single foster home.<sup>13</sup> An adult cat typically stays with a foster home for four weeks while kittens stay up to eight weeks until they can be adopted. On average, there are 70 cats in the foundation's 15 available foster homes at any given time, and each home typically fosters four rounds of cats a year.<sup>14</sup> This means the foundation has about 280 foster spots a year for homeless cats. To fulfill the short term goal of increasing the foster rate back to at least 50%, the foundation is looking at fostering 400 cats a year, meaning about 10 additional foster homes are needed to give the foundation a total of 25 available foster homes.

In addition to the number of available foster homes, the foundation also needs to look at its staff capacity in other areas in order to meet the goals. The number of available volunteers needs to correspond to the number of available foster homes in order to foster additional cats. As more cats are placed in foster homes, more volunteers will be needed to transport these cats to and from medical appointments, and to staff additional adoption events. At the current rate, the foundation has about 20 regular volunteers and 50 – 70 one-time volunteers to transport and host adoption events for its 280 cats.<sup>15</sup> For every one additional regular volunteer or two to three one-time volunteers, the foundation will be able to care of 10 to 15 additional cats. To fulfill its short term goal of fostering 400 cats a year, a 60% increase from 280 cats, the foundation needs to have over 30 regular volunteers and 80 – 120 one-time volunteers a year.

### **Financial Resource Assessment**

The foundation has limited financial resources and must increase its revenue in order to stabilize and expand its foster program. To meet the short term goal of providing foster homes for 400 cats, the foundation must significantly increase its financial resources. For each foster cat, the foundation pays for a comprehensive medical exam, a neuter/spay operation, blood tests, vaccinations, and any medical procedures or medications as needed. The foundation pays for anywhere between \$200 to a few thousand dollars per cat depending on the health of the cat when it was found.<sup>16</sup> On average, the foundation pays for

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<sup>10</sup> (2006). *Spring Mewsletter*. Retrieved September 2, 2008 from Feral Cat Foundation: [http://www.feralcatfoundation.org/news/2006\\_Spring\\_Newsletter.pdf](http://www.feralcatfoundation.org/news/2006_Spring_Newsletter.pdf)

<sup>11</sup> Fonick, Drucie Ashley (personal communication, September 13, 2008).

<sup>12</sup> Ibid.

<sup>13</sup> Ibid.

<sup>14</sup> Ibid.

<sup>15</sup> Ibid.

<sup>16</sup> Ibid.

about \$350 in medical and program related expenses for each fostered cat.<sup>17</sup> To increase the number of foster cats from the current capacity of 280 to 400, the foundation needs a total of \$62,000 in additional revenue in order to meet its current capacity and to foster 50% of the feral cats they come across. For year one, the foundation should look at raising an additional \$62,000 in revenues. For year two, however, the foundation should aim to raise \$20,000 more for a total of \$82,000. The \$20,000 is for use with physical resource development as discussed in the next section.

### **Physical Resource Assessment**

The foundation does not have a physical office and therefore has very limited physical resources. The foundation's major physical resources are all cat-related items. The foundation has about 50 kennels that are used for transporting cats, about 20 traps for trapping homeless cats, about 20 cages for use during adoption events, and countless number of toys and other cat care items, such as feeding tubes, bowls, bottles, etc.<sup>18</sup> Most of these items are not inventoried and are distributed and stored in various foster homes. To meet its short-term goal of increasing foster cats to 400 a year, the foundation must acquire more cat care items and increase the number of available kennels and cages to meet the needs of the additional cats. The foundation needs to acquire about 10 additional exhibition cages for adoption events and about 30 additional kennels.

In addition to cat-related products, the foundation needs to establish a physical office in order to stabilize and expand its programs. The \$20,000 addition revenue that is to be raised in year two will be used for this purpose. The foundation's lack of a physical office results in a prolonged response time for public inquiry regarding volunteer and adoption opportunities. Currently, the foundation has a website about available cats and volunteer opportunities. The foundation also has a dedicated virtual phone line that is attached to a voice message system. The board members take turns to retrieve email and voice messages and respond accordingly. Typically, an inquiry is responded to in about a week's time.<sup>19</sup> A physical location can centralize processes and enhance communication with the public, thus making volunteer recruitment easier and can facilitate faster adoptions. A physical office can also provide storage space for additional equipment acquired to meet the demands of fostering additional cats.

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## **IMPLEMENTATION PLAN FOR RESOURCE DEVELOPMENT**

### **Objectives of Resource Development:**

The foundation must develop its resources in order to meet its goal of stabilizing the foster rate. The objectives of resource development include recruiting volunteers, raising revenue, acquiring cages and kennels, and establishing a physical office. The following table outlines the objectives for various

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<sup>17</sup> Feral Cat Foundation. (2007). *Form 990 Return of Organization Exempt From Income Tax 2006*. Retrieved September 2, 2008, from [http://204.203.220.33/EINS/680411209/680411209\\_2006\\_033DB705.PDF](http://204.203.220.33/EINS/680411209/680411209_2006_033DB705.PDF)

<sup>18</sup> Ibid.

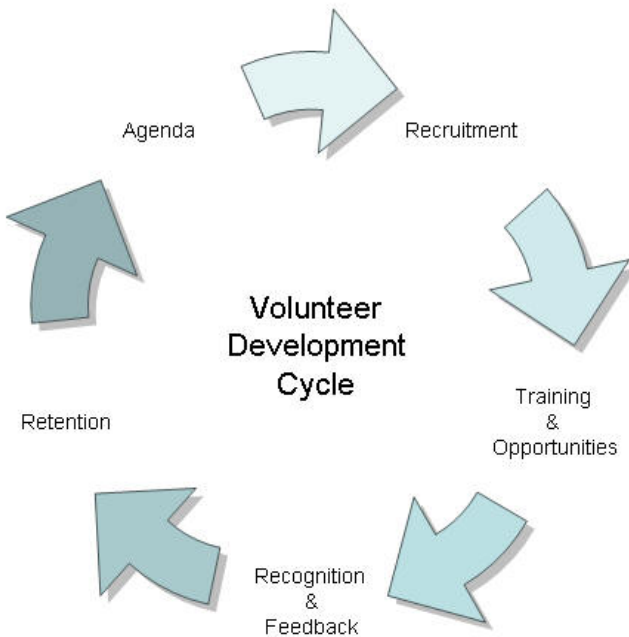
<sup>19</sup> Ibid.

resources:

Human Resource Objectives	Financial Resource Objectives	Physical Resource Objectives
→ Recruit necessary volunteers 10 additional foster homes 30+ committed volunteers 80+ one-time volunteers	→ Raise additional \$62,000 revenue in yr 1; aim for \$80,000 in yr 2 → Create diversified funding portfolio	→ Acquire 10 additional exhibit cages → Acquire 30 additional kennels → Establish physical office
❖ Increase visibility and volunteer involvement through resource development		

**Volunteer Development and Management:**

The following is a volunteer development and management plan. The foundation can utilize this plan to develop the additional 10 foster homes, 30 regular volunteers, and 80-100 one-time volunteers that are necessary. The foundation can follow a volunteer development cycle to develop and manage its volunteers.<sup>20</sup> The volunteer development cycle is an ongoing process and does not conclude at a specific step. The cycle begins with setting an agenda and each subsequent step serves as a basis for the next stage and links back to the initial agenda phrase. The entire cycle should be completed twice within a year in order for the foundation to continue to improve its volunteer development. While the cycle is illustrated and briefly described below, a matrix on the next page shows the specific details corresponding to the needs and priority of the foundation and suggests how each step should be implemented.



1. **Agenda:** Defines detailed job descriptions and requirements for different types of volunteers.
2. **Recruitment:** Determines where/how to contact prospective volunteers for successful recruitment; includes recruitment, screening, and matching volunteers with organizational needs. Increase visibility through on-site recruitment at pet businesses or animal welfare organizations.
3. **Training & Opportunities:** Provides necessary skills and information required for volunteers to perform their duties; provide opportunities for volunteers participation
4. **Recognition & Feedback:** Recognizes/rewards volunteers; establishes control mechanism for feedback and evaluation.
5. **Retention:** Keeps volunteers engaged; reconnects them for future assignments.

<sup>20</sup> Cycle and matrix concept taken and developed from: Tempel, Eugene R. (2003). *Hank Rosso's Achieving Excellence in Fundraising*. 2<sup>nd</sup> Edition. Jossey Bass.

Feral Cat Foundation: Matrix for Volunteer Development Cycle

Types:	Priority	Stage 1: → Develop Detailed Agenda 1 <sup>st</sup> Month of cycle	Stage 2: → Recruitment 1 <sup>st</sup> -2 <sup>nd</sup> Month of Cycle	Stage 3: → Training & Opportunities 3 <sup>rd</sup> – 5 <sup>th</sup> Month of Cycle	Stage 4: → Recognition & Feedback 6 <sup>th</sup> Month of Cycle	Stage 5: ↺ Retention 6 <sup>th</sup> Month of Cycle
<b>Volunteers – Foster Homes</b>  ~10+ Foster Homes	High: 1 <sup>st</sup> cycle	- meet with existing foster home volunteers to develop detailed description; should include specifics in categories such as feeding, cleaning up, & playing with cats; requirements for residence & household	<b>1) Recruit:</b> - post announcement on website and newsletter - send invitation to volunteer alumni and ask them to provide referrals	- host welcome orientation to provide overview of organization and prospective duties: answer any questions volunteers may have; serve as ice-breaker for volunteers to know each other; orientations may be separate for different types of volunteers	<b>1) Recognition:</b> - recognize volunteers by sending personalized thank you cards or memos	- host get-together dinners (such as BBQ or potluck) for volunteers to remain connected
<b>Volunteers – Animal Transport</b>  ~ 5+ Regular ~ 20+ One-time	High: 1 <sup>st</sup> Cycle	- create itinerary by determining location of frequently visited vegetarian offices/adoption sites & frequency of cat transports  - determine eligibility requirement: license, vehicle, insurance, driving record, etc.	- post flyers in other animal-related organizations such as local animal shelters, veterinarian offices, pet stores, pet food markets, etc.  - partner with local schools or community centers to post information on their website/newsletter; or have them use their contacts/email list to send out request for volunteers <b>*** Use opportunity to increase visibility through recruitment fairs and outreach***</b>	- create manual or pamphlet containing frequent Q&As of volunteers; provide contact information and what to do in case of an emergency  - host seminars or workshops for volunteers to learn and practice necessary skills and have experienced volunteer share their stores  - reveal upcoming events & opportunities for participation	- reward volunteers by providing small but sincere gifts, such as t-shirts, coffee mugs, key-chains, etc.  - thank and recognize the help of volunteers at the end of a public event  - nominate or create awards for those with outstanding and committed service	- host activities to allow volunteers to come to the organization and have fun (not just work), such as a hiking trip, or visiting a cat/animal sanctuary; invite friends, colleagues and families of volunteers to participate – <b>another way to increase visibility</b>
<b>Volunteers - Adoption Events</b>  ~ 10+ Regular ~ 20+ One-time	Moderate: 1 <sup>st</sup> or 2 <sup>nd</sup> Cycle	- look at records for previous events and meet with board members/existing volunteers to determine responsibility of volunteers; such as staffing reception table, handling paperwork	<b>2) Screen:</b> - review applicants and their corresponding schedules, skills, interests and other criteria (such as residence for foster type and access to vehicle for transport type) to determine eligibility and assignment	- host workshops on cat care tips; partner with other animal agencies for volunteers to learn pet CPR, proper animal handling, etc.  <b>For adoption &amp; fundraising:</b> - host seminars for volunteers to practice “role play” for various events to enhance communication skills needed and to get a sense of how an event is carried out	<b>2) Feedback:</b> - host seminars allowing volunteers to express opinions or concerns  - create survey or other means for volunteers to provide comments anonymously  - board members and/or senior volunteers should analyze feedback to brainstorm strategies that can improve the volunteer experience	- update volunteers on movements of the organization or upcoming events by email lists or newsletter  - periodically follow up with volunteers by phone or email and see how they are doing  - periodically send personalized hand-written thank you notes to remind them how important they are to the success of the organization
<b>Volunteers - Fundraising Events</b>  ~ 10+ Regular ~ 20+ One-time	Normal: 2 <sup>nd</sup> cycle	- determine eligibility such as age, language/communication skill, knowledge and experience if any  - note possible time/location of event and determine how best to correspond with schedule of general public/prospective volunteers (eg. weeknights/weekends)	<b>3) Match:</b> - notify volunteers of possible assignment and ask for commitment by phone, email, or written letter	<b>For administrative support:</b> - host meetings to receive training from board of directors and/or senior volunteers to go through administrative needs		- ensure ongoing reward and feedback to improve the organization and to create strong bond for volunteer commitment
<b>Volunteers - Administrative Support</b>  ~ 5+ Regular ~ 20+ One-time	Normal: 2 <sup>nd</sup> cycle	- meet with board members regarding administrative support required for functions of the foundation; such as picking up mail, answering phone calls, paper work, etc.  - determine skills, time, or other preferences to consider				

### **Financial Resource Development:**

This section provides strategies for financial resource development. The foundation has limited financial resources and must increase its revenue in order to stabilize and expand its foster program. In 2006, the foundation raised \$125,254 in total revenue through public support, adoption fees, and special events.<sup>21</sup> To meet the short term goal of fostering 400 homeless cats a year, the foundation is looking at about \$180,000 in program expenses, meaning the foundation needs a total of \$62,000 in additional revenue in order to meet its current capacity.<sup>22</sup> The foundation can re-evaluate its existing funding avenues as well as initiate new funding programs to increase its revenue.

An easy way to offset the cost of the foster care program is to raise adoption fees. However, this method may have a negative impact, reducing the number of prospective adopters or the number of cats a person would adopt (often times, kittens are adopted in pairs<sup>23</sup>). For the best interest of the cats and for the success of the foster care program, the foundation should look at improving its current funding program or look for alternative funding sources.

The foundation can use a funding development guideline to review existing and create new funding mechanisms.<sup>24</sup> The guideline begins with an initiation process by board members and senior volunteers, proceeds with production and execution, and concludes at an evaluation stage. The guideline does not take the form of a cycle. However, information achieved from the evaluation stage should be taken into consideration to improve the development of all stages in future funding programs. The guideline can be used for the foundation to consider its funding options in more general terms and used again individually for a specific event or funding program. The next page shows the guideline for the purpose of general funding development. A separate matrix following the guideline shows how it can be implemented for each specific funding type.

While developing financial resource, the foundation can also use this opportunity to increase its visibility. Through developing contacts and sponsorship, the foundation can better establish its presence and involvement in the pet/animal industry. Through hosting new cat-care programs, the foundation can advertise and reach out to individuals in the community. Both of these actions create a wonderful opportunity for the foundation to market and promote its services.

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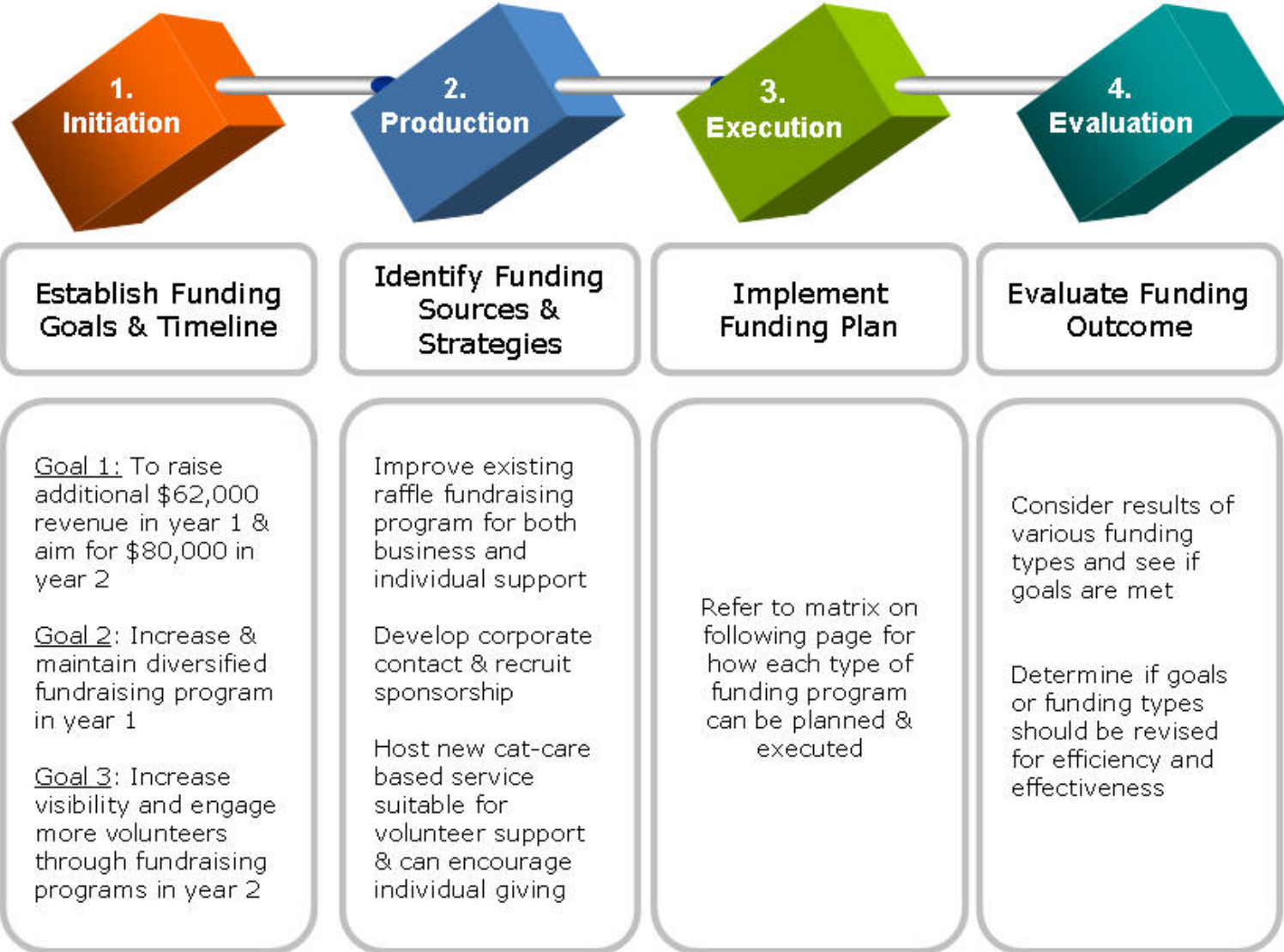
<sup>21</sup> Feral Cat Foundation. (2007). *Form 990 Return of Organization Exempt From Income Tax 2006*. Retrieved September 2, 2008, from [http://204.203.220.33/EINS/680411209/680411209\\_2006\\_033DB705.PDF](http://204.203.220.33/EINS/680411209/680411209_2006_033DB705.PDF)

<sup>22</sup> Gee, Amy. (2008). Assignment#2: Needs Assessment for the Feral Cat Foundation. Public Administration Course #747, SFSU.

<sup>23</sup> (2008, March 5). *Feral Cat Foundation*. Retrieved September 2, 2008, from: <http://www.feralcatfoundation.org/index.asp>

<sup>24</sup> Guideline concept developed from: Tempel, Eugene R. (2003). *Hank Rosso's Achieving Excellence in Fundraising*. 2nd Edition. Jossey Bass.

# General Funding Development Guideline



### Feral Cat Foundation: Matrix for Development of Specific Funding Type

Funding Type:	Priority	Stage 1: Initiation →	Stage 2: Production →	Stage 3: Execution →	Stage 4: Evaluation	
<b>Develop Corporate Contact &amp; Sponsorship</b>  (ongoing)	High Year 1	<ul style="list-style-type: none"> <li>- Board members/senior volunteers meet to determine prospective contacts</li> <li>- Network with individuals/pet-related businesses or animal-related welfare organizations to provide new contacts</li> <li>- Research prospective businesses &amp; organizations</li> </ul>	<ul style="list-style-type: none"> <li>- Board members or senior staff with experience should research and establish relationship with prospective sponsors prior to solicit for funding</li> <li>- Pay special attention to those that are highly likely to sponsor (eg. pet related businesses, pet photography, customized products businesses)</li> </ul>	<ul style="list-style-type: none"> <li>- Request for funding/sponsorship Formally (eg. written proposal, dinner, etc.)</li> <li>- Express benefits of sponsorship (eg. tax deduction and advertising: logo appears on banner of or items given to participants, adopters, etc.)</li> </ul>	<p><i>Within a month following special event or periodically (quarterly) for ongoing programs:</i></p> <ul style="list-style-type: none"> <li>- Evaluate program to see if goals are met and if desired funding level has been reached</li> </ul>	
<b>Improve Existing Raffle Program</b>	High Year 1	<p><b>6 months prior to event:</b></p> <ul style="list-style-type: none"> <li>- Aim to raise \$40k+ instead of \$30k as in previous years; money raised for foster expenses</li> <li>- Revisit files and evaluate comments from previous sponsors/raffle participant; determine need for new sponsors and ways to recruit more participants</li> <li>- Determine raffle date (not to coincide with holidays or events of other similar organizations)</li> </ul>	<p><b>5 - 1 month(s) prior to event</b></p> <p><b>Marketing:</b></p> <ul style="list-style-type: none"> <li>- Announce programs on website, email lists, through volunteer contacts, and lists of other organizations to reach more participants; <b>increase visibility</b> by establishing presence in animal/pet industry; outreach to local communities regarding services available</li> </ul> <p><b>Logistics:</b></p> <ul style="list-style-type: none"> <li>- Set up program agenda (including pricing), acquire supplies needed, adhere to location needs such as setup, insurance, permits, etc. as needed</li> </ul> <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>- Ensure volunteers are available; decides which volunteers are responsible for what part of the production and execution</li> <li>- Provide training if necessary (eg. communication role-play for raffle program volunteers and cat-handling training for cat-care based service volunteers)</li> </ul> <p><b>Management:</b></p> <ul style="list-style-type: none"> <li>- Designate board member or senior volunteer to oversee development of program and ensure all needs are delegated</li> </ul>	<p><b>Carry out event</b></p> <ul style="list-style-type: none"> <li>- Implement drawing procedure</li> <li>- Ensure raffle drawing is transparent and winners are notified in a timely manner</li> <li>- Make public announcements regarding results of raffle (such as include results on website and newsletter)</li> <li>- Follow through with sponsors and winners for claiming of prize</li> </ul>		<ul style="list-style-type: none"> <li>- Create mechanism (such as surveys) both internally for volunteers as well as externally for sponsors, program participants, and clients regarding their thoughts on improvement</li> <li>- Adhere to comments and answer questions or resolve conflicts arose as a result of program execution</li> </ul>
<b>Host New Cat-Care Fee-Based Service</b>  (Once established, service will be ongoing)	Moderate Year 2	<ul style="list-style-type: none"> <li>- Aim to raise additional \$20k+ per year; money raised will be used for establishing physical office</li> <li>- Determine types of service and location: eg. cat nail trimming, cat care workshop, house-visits during vacation, etc.</li> <li>- Determine expected customer rate during various times of the year (eg. more house-visits requested during Thanksgiving and Christmas) and how to work with schedules of volunteers</li> </ul>	<p><b>Logistics:</b></p> <ul style="list-style-type: none"> <li>- Set up program agenda (including pricing), acquire supplies needed, adhere to location needs such as setup, insurance, permits, etc. as needed</li> </ul> <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>- Ensure volunteers are available; decides which volunteers are responsible for what part of the production and execution</li> <li>- Provide training if necessary (eg. communication role-play for raffle program volunteers and cat-handling training for cat-care based service volunteers)</li> </ul> <p><b>Management:</b></p> <ul style="list-style-type: none"> <li>- Designate board member or senior volunteer to oversee development of program and ensure all needs are delegated</li> </ul>	<p><b>Ongoing once established</b></p> <ul style="list-style-type: none"> <li>- Provide service at specified time/location</li> <li>- Keep records of services provided to customers/cats; keep records of volunteers that provided service</li> <li>- Have auditing control to ensure fees are accessed correctly and payments/donations received</li> <li>- Ensure skills and schedules of volunteers are up to date with service needs</li> </ul>		<ul style="list-style-type: none"> <li>- Revise programs or goals as necessary for future planning and implementation of funding programs</li> </ul>

**Physical Resource Development**

Once the foundation begins to achieve success with financial resource development, it can move on with acquiring the necessary physical resources for program expansion. The foundation’s physical needs are simple and straight forward. In order to stabilize the homeless cat foster rate at 50%, the foundation needs to acquire about 10 additional exhibit cages for adoption events, and about 30 additional kennels for animal transport; besides these objects, the foundation is also looking at establishing a physical office location. The table below suggests the priority and specifies the steps to acquire and maintain these resources.

<b>Type</b>	<b>Priority</b>	<b>Who/What to Do</b>	<b>How to Proceed</b>	<b>Maintenance/Cautions</b>
<b>Cages and Kennels</b>  10+ Cages 30+ Kennels	<b>High</b>  Year 1	Volunteers organize:  - Cage/Kennel Drive (asking for people to donate them)  - Purchase used from pet owners, animal organizations or from Craigslist  - Purchase remaining from wholesaler or businesses	- Create cage/kennel donation requests on website, newsletter, email-announcements; post flyers at local animal-related businesses/organizations  - Periodically browse on Craigslist or other classified ads for used sales  - Contact wholesaler or affiliated business and see if discounts can be given	- Ensure to-be-purchased used cages/kennels are functional and in good shape (eg. locks work, bars don’t bend or stick out, little rust, etc.)  - Perform monthly inspections and cleanings to keep cages/kennels in workable shape  - Monitor inventory and replace/purchase as necessary
<b>Physical Office Establishment</b>  Centralize processes & increase visibility	<b>Moderate</b>  Year 2  Using Revenue from cat-care services; annual budget of \$20k max ( Budget allows for Rent @ about \$1100 a month + utilities & other fees; in Easy Bay, this is typically a small 600 – 800 sq ft office)	Board members meet to:  - Determine location and rent physical office in Alameda or Contra Costa County  - Determine and purchase needed furniture (can be new or used)  - Determine staff needs and arrange for regular opening hours	- Board members check out possible office rentals and complete leasing requirements  - Board members meet & designate office manager: responsible for establishing and managing office, aim for someone with experience in realty or property management  - Office manager ensures supplies/furniture are in place; meets with volunteers to determine staffing needs  - Volunteers staff office on specific hours (such as once or a week for 3 hours)	- Ensure building has cat policy to allow cat drop-off or pick-ups for short cat visits or activities  - Evaluate location: desirable near Veterinarian offices, easy commute, etc.  - Ensure utilities, Liability & insurance needs are met  - Office manager oversees maintenance on an ongoing basis and report/respond to arising issues

**SUMMARY/CONCLUSION**

The Feral Cat Foundation has limited resources to barely meet the needs of its current program capacity. In order to stabilize their existing foster program and to plan for expansion of their program to take owner-surrendered cats, the foundation must increase its human, physical, and financial resources.

The foundation's needs fulfillment is not independent for each type of resources; all resources must be increased simultaneously in order for the foundation to provide care for more homeless cats. Combining all strategies from the human, physical, and financial resources development sections will allow the foundation to develop all necessary resources to meet its current and future goals and to increase its visibility in the pet/animal industry and in the local community. Once resources are successfully developed, the foundation must continue to monitor, maintain, and re-new the resources as needed. During resource development, collaboration between board members, volunteers, and public participants are necessary to ensure a thorough perspective on various stages of the plan. This plan is a work in progress and must be adjusted to changes in both the foundation's internal and external environment. The entire development plan should be implemented, evaluated, and revised to respond to necessary changes in the foundation's time, situation, and goals.

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