



MERCY FOR
ANIMALS

Strategic Plan

Global Operations

APPENDIX | HIGH-LEVEL GOALS

2022-2024



Global Operations

Our global development, operations, people operations, and legal teams make all our frontline work possible. They streamline our organizational tools and processes for maximum effectiveness, impact, and fluidity. Below we highlight high-level strategic direction for each of these divisions and the contributions each will make toward our priorities over the next three years.



Development

Development's role is to deliver a plan for funding our work and inspiring donors to invest in it.

We will bring donors along with us on our journey by showing them the value of our vision and creating a compelling narrative of the transformative changes that will result from their investment. We aim to make Mercy For Animals the top-of-mind and top-of-heart priority nonprofit for our supporters.

Fundraising revenue fuels nearly 100 percent of our impact for farmed animals. Our impact is directly tied to our growth, and growth is driven by money.

Accordingly, by the end of 2024, we will have achieved the following:

- Grown our annual budget from \$14 million to \$24 million through investment in fundraising and a \$60 million capital campaign
- Strengthened our fundraising self-sufficiency because sustainable funding fuels the core-mission functions needed to achieve our most ambitious goals
- Changed the narrative about the vital role of infrastructure in amplifying program effectiveness, thereby securing donor investment
- to cover core-mission support functions, such as overhead and fundraising
- Built a highly productive development team of leaders with deep expertise in all methods of fundraising
- Deployed a collaborative marketing, communications, and development function that excites the public about what we do through advertising, social media, and compelling fundraising appeals
- Empowered individual donors to give and give more by offering options such as endowments, charitable gift annuities, donor-advised funds, peer-to-peer fundraising, and designated giving
- Increased funding from new sources, such as public and private foundations, B corps, social venture capital, and monetized corporate partnerships
- Developed a system that provides trusted, timely, relevant, and accurate data that drives fundraising and strengthens the connection between supporters and our mission
- Incorporated strategic measurement processes that increase our fundraising impact and excellence
- Taken our supporter stewardship program from good to great, ensuring Mercy For Animals donors experience a personally meaningful engagement journey leading to years of giving and loyalty
- Solidified a high-performing mid-level giving program that generates consistent revenue and creates a pipeline for major giving
- Helped board members and staff achieve a high baseline of fundraising vision and literacy and incorporated philanthropy and fundraising as core Mercy For Animals cultural elements
- Acted boldly to erode barriers to raising money to achieve scale and increase capitalization to support growth, strengthen the organization, and realize the promise of our mission

Operations

Our global operations team will continue to foster financial health, data accuracy and protection, systems security, and regulatory compliance. The team aims to uphold our organizational core values and leadership principles. Additionally, our global operations team will continue to foster an internal culture that maximizes operational excellence and efficiency, with a focus on serving fellow Mercy For Animals team members.

People Operations

Over the next three years, our global people operations (POPS) team will continue to foster strong global and regional internal cultures, built on our core values and leadership principles and actively supported by culture-aligned policies, procedures, and practices. The team will continue to build an employer brand that attracts and retains highly skilled, value-aligned team members with diverse backgrounds by offering a healthy and engaging workplace culture and a leading total rewards program.

By the end of 2024, we will have achieved the following:

- Built an effectively sized global POPS team that has the skills, competencies, and habits needed to successfully and sustainably lead the global and regional POPS functions
- Created a highly skilled, values-aligned team-member and leadership base with the attitudes and competencies to successfully implement our strategy and lead Mercy For Animals in keeping with our organizational culture
- Developed a compensation philosophy that leads the nonprofit animal-protection sector in all regions
- Implemented fully culture-aligned POPS policies, procedures, and programs
- Provided effective tools that support our team leaders and team members to proactively lead and grow their competencies

Legal

Our global legal affairs team will continue to support Mercy For Animals in moving confidently forward in compliance with the law, having thoughtfully managed legal risks. Legal affairs will take advantage of efficient and strategic opportunities to use the law to help farmed animals through litigation and enforcement efforts.

By the end of 2024, we will have achieved the following:

- Defended, protected, and advocated the interests of Mercy For Animals through proactive litigation, enforcement, and rulemaking efforts and in support of our governance, programs, and operations
- Provided legal support for significant ongoing and new projects
- Provided legal support for geographic expansion
- Trained the Mercy For Animals team on recurring legal issues and on the role and bandwidth of the legal affairs team and encouraged self-sufficiency, including through simplified written legal procedures and educational sessions
- Built and retained an extraordinary team of exceptional legal professionals with adequate capacity to meet the organization's goals while upholding sustainable workload management





Strategy, Impact, and Research

Our strategy, impact, and research teams build the infrastructure needed to pursue high-impact opportunities to advance Mercy For Animals' mission, and they create tools to drive impact, scale our work, and increase our effectiveness.

We will continue to sharpen our tools, dashboards, and research methods, as well as build a powerful and engaged digital supporter base, to increase our analytical capacity, improve our decision-making processes, and maximize the impact of our work.

By the end of 2024, we will have achieved the following:

Impact and Evaluation

- Built out Mercy For Animals' organization-wide data environment with an integration-first approach and set it up to align with our short- and long-term organizational goals
- Supported and empowered teams in identifying and tracking meaningful information that can inform strategy and tactics
- Tracked and communicated about the impact for animals that our supporters make possible in order to identify opportunities, streamline processes, and quickly pivot strategies
- Set up intelligence tools that provide additional insight that drives our strategies and enables us to expand resources, mobilize supporters, and win more campaigns

- Collaborated cross-departmentally to expand our internal database training program to include all of Mercy For Animals' major digital tools

Research

- Broadened Mercy For Animals' credibility and impact in scientific spaces by engaging with international agencies and other movement organizations, leveraging individual team member expertise through discipline associations, and collaborating with academics to obtain grant funding and complete critical research projects that are typically out of scope for movement organizations
- Supported Mercy For Animals' programmatic goals by providing expertise, ideation, and collaboration; establishing critical foundational data, strategy, and best practices; and increasing our outreach and output through work with high-level research volunteers and interns
- Ensured integration of the research team's supportive services in the interest of optimizing program effectiveness and empowering team members to leverage research services and findings via an internal research hub and supplementary learning opportunities
- Obtained funding opportunities specific to donor interests, as well as those typically unavailable for advocacy organizations, and acknowledged these opportunities with the production of research-based reports, presentations, and project proposals prepared for specific donors, segments of donors, and foundations



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