



2026-2028

Strategic Plan

What's the Plan?



All photography by Andrew Marttila

Kittens are in crisis. We adore them in our homes and on our screens, yet in animal shelters across the United States, **kittens under eight weeks old are more likely to die than any other population.** The smallest lives are slipping through the cracks in systems that were never designed to protect them. **Orphan Kitten Club exists to change that.**

This three-year strategic plan is our roadmap to continue changing the world for kittens and building a future in which all kittens have the resources to thrive.



To guide our direction from 2026 through 2028, we undertook a comprehensive planning process. With support from an independent nonprofit firm, our team and Board of Directors assessed our internal strengths, gathered insights from our Club Members, and analyzed national data from Shelter Animals Count to ground our goals in current realities and emerging challenges in kitten welfare.

Thank you for joining us on our mission to change the world for kittens.

Hannah Shaw
Founder

Jackie Noble
Executive Director



How We Achieve Our Mission



APPROACH

- Offer mentorship and expertise to shelters and rescues to drive positive impact for kittens across the US.
- Provide targeted grants for kitten-focused supplies, staffing, infrastructure, veterinary health and community programs.
- Grant emergency funding for individual kittens with complex medical needs who may not survive without support.
- Fund ethical pediatric research.
- Educate the public about kitten welfare.
- End the cycle of reproduction through spay and neuter.
- Provide hands-on care to orphaned, sick, and injured kittens.



OUTCOMES

- Shelters will develop strategic kitten programs with high save rates.
- Kittens will gain access to supplies, trained caregivers and timely, proper veterinary care.
- Medically complex kittens will be given a chance and replicable knowledge will be gained about their needs.
- Kitten-specific research findings and case studies will be made available.
- Communities will become more aware of kitten vulnerability.
- Future litters of kittens will be prevented.

IMPACT

- **Kittens in shelters will have high rates of survival.**
- **Pediatric veterinary medicine will become widely accessible and supported by scientific evidence.**
- **Community members and organizations will be informed and empowered to support kitten welfare.**
- **Sufficient resources will exist to give each kitten the best outcome possible.**

WHO WE ARE



OUR MISSION

**Change the world
for kittens.**

OUR VISION

**A future in which
all kittens have
the resources
to thrive.**

OUR CORE VALUES

Focused.

We have a singular purpose to support young kittens and the changemakers working to protect them.

Progressive.

We champion innovation, embracing forward-thinking, evidence-based solutions that redefine what is possible.

Positive.

We lead with hope because we know that positive, strategic action can transform outcomes for kittens.

Collaborative.

We believe collaboration fuels progress, and empower our partners to move kitten welfare forward together.

Impactful.

We drive change at every level—individual, organizational, and systemic—to create lasting impact for kittens.

CHANGING THE WORLD FOR KITTENS

PRIORITY ONE

Expand the reach and impact of lifesaving nationwide.





HOW WE'LL MAKE CHANGE

- **Direct funding to regions with the highest need**, strengthening the capacity of under-resourced shelters to care for kittens.
- **Expand our network of partner shelters and rescues to 300 organizations**, with two-thirds located in focus regions.
- **Establish program best practices and create replicable models** for other communities.
- **Participate in national industry events and conferences** to expand collaboration and industry presence.

HOW WE'LL MEASURE SUCCESS

- **By the size and geographic diversity** of our partner network
- **By detailed regional and national impact data** for funded initiatives
- **By the insights from funded projects** that will enable replicable models to expand to more communities

PRIORITY TWO

**Improve live
outcomes for
neonatal
kittens.**





HOW WE'LL MAKE CHANGE

- **Develop and publish kitten welfare standards** for industry use to elevate quality and consistency of care.
- **Establish a structured mentorship program** that provides individualized support for at least two priority partners annually.
- **Create regional learning hubs** in San Diego and Florida to provide in-person training, mentorship, and demonstrations of successful community models.
- **Build a Research Committee to fund at least one new research opportunity annually**, advancing both clinical and community-based understanding of kitten health and welfare.

HOW WE'LL MEASURE SUCCESS

- **By improvements in kitten outcomes** among partner shelters and mentorship program participants
- **By the wide reach of information**, including standardized care practices, research findings, and collaborative public awareness campaigns.

CHANGING THE WORLD FOR KITTENS

PRIORITY THREE

**Increase
public
awareness
of the
kitten crisis.**





HOW WE'LL MAKE CHANGE

- **Launch a new, data-driven website** with clear, compelling crisis messaging.
- **Add a communications team member** to drive strategic multi-channel storytelling, education, impact messaging, and collaborative awareness campaigns alongside other industry leaders.
- **Highlight partner stories and kitten welfare needs** on quarterly Club Member trading cards.

HOW WE'LL MEASURE SUCCESS

- **By measuring growth in audience size, engagement, traffic, and reach** across communications channels
- **By expanded media presence**, including new partnerships with industry leaders and media outlets

CHANGING THE WORLD FOR KITTENS

PRIORITY FOUR

**Grow
financially.**





HOW WE'LL MAKE CHANGE

- **Grow our monthly sustainer program** by:
 - 13% by the end of 2026
 - 25% by the end of 2027
 - 44% by the end of 2028
- **Survey Club Members in 2026** to guide engagement and retention efforts.
- **Broaden funding sources** from grants and foundations.
- **Launch branded merchandise.**
- **Launch a major donor program and a legacy program** in 2026, monitoring growth and impact annually.

HOW WE'LL MEASURE SUCCESS

- **By measuring the growth of our sustainer program, major donor program, and legacy program** and understanding driving factors
- **By comparing returns on investments** across fundraising sources

PRIORITY FIVE

**Sustain
nursery and
community
programs.**





HOW WE'LL MAKE CHANGE

- **Provide expert care for kittens with high needs** through transfer partnerships with local shelters.
- **Leverage nursery cases as educational opportunities** to inform best practices and advance national research.
- **Strengthen the volunteer program** to ensure each staff member is supported by at least five volunteers.
- **Stop the cycle of reproduction** by supporting four annual Full Circle Trap-Neuter-Return sterilization days in collaboration with local partners.

HOW WE'LL MEASURE SUCCESS

- **By tracking nursery intake, outcomes, and partner contributions**
- **By monitoring volunteer engagement and capacity**, including volunteer-to-staff ratios and total hours contributed
- **By hosting an annual volunteer appreciation event** to recognize volunteers and strengthen retention
- **By tracking Full Circle TNR impact**

JOIN US



LET'S DO THIS!

This strategic plan lays out a bold and impactful path forward for Orphan Kitten Club over the next three years. It's guided by our mission, grounded in data, and shaped by the collective voices of our team, supporters, and community.

Together, we're building the systems, partnerships, and programs that will ensure every kitten has the resources they need to thrive.



JOIN THE CLUB!

Orphan Kitten Club is revolutionizing kitten welfare nationwide. Since 2016, we've impacted **over 250,000 kittens** and invested over \$4 million in transformative grants to shelter and rescue partners, creating a safer future for the most vulnerable kittens. Each kitten saved, project funded, and study published sets off a ripple of lasting impact for kittens everywhere.

Visit orphankittenclub.org.





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