

# Animal Rescue Foundation 2018 – 2019 Strategic Plan



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## Introduction

Rural north central Idaho is a beautiful place to live. People are attracted to the scenery and ways of life. Many residents are moving into the area bringing with them the expectations of available services they are familiar with. This is how Animal Rescue Foundation, Inc. (ARF) started in 2014. Three people got together for lunch; one was the Chief of Police and the other two were former coworkers. They talked about the over population of cats/dogs in the community, the lack of low cost spay/neuter programs, and the need for a holding place when animals are lost/abandoned. They recognized feral cats are spreading diseases (such as Toxoplasmosis) and creating a negative reputation for cats as pets. Dogs are treated poorly by those without resources. The current Grangeville city pound is a simple cinderblock house with a concrete floor and a few cages. The pound is not staffed and found/abandoned animals are brought by a control officer but left alone sharing a room with cats and dogs. The three people discussed the need for a facility to help address these concerns.

Their idea of a no-kill shelter would be one that could serve as a community resource for educating the youth and adults about the importance of proper care for animals. All of them remembered fondly the shelters in other places they had lived and want to see that same progress for Grangeville. A dream was developed. The three original members decided it was time to make the dream come true. Over the next couple of years they solicited friends/family/business/government to gain interest in the project and began building a board of directors, volunteer group, donors, and partners - all who support the dream. Eventually the Animal Rescue Foundation received their 501c3 non-profit status. This propelled the group to work harder to make the dream a reality. Today ARF has nine board members, a letter of commitment from the City of Grangeville to deed ARF land for the project, a completed survey of the property, and fundraisers on the calendar.



## Executive Summary

The Animal Rescue Foundation is dedicated to creating a regional no-kill animal shelter headquartered in Grangeville, ID. The ARF Regional Animal Shelter will provide for the basic needs of domesticated animals (primarily cats and dogs) until they are reclaimed by their owner, placed in a new home or placed with another organization for adoption.

## The Mission

We strive to achieve the following goals:

- ~ Protect the welfare of abandoned and abused pets by providing care, shelter and spay & neuter to prevent future unwanted pets.
- ~ Secure adoptive homes for pets and support community awareness of ethical treatment of animals.



## The 2021 Vision

By 2021, the community and surrounding area benefit through the services of the Animal Rescue Foundation Facility which reunites lost pets with their owners, secures homes for abandoned and feral animals, and provides important care, shelter, and treatment for animals. Education and affordable spay & neuter programs reduce the number of unwanted and abandoned pets; lessening the spread of disease and property damage.

## Animal Rescue Foundation Goals

The 2018 – 2019 Animal Rescue Foundation’s strategic goals are short-term, broad-based strategies to achieve the organization’s mission "to protect the welfare of lost or abandoned animals, provide services that include spay and neuter programs, and support community awareness of the ethical treatment of pets." The plan includes goals and strategies to realize the ARF vision.

Four primary areas for goal development were identified and prioritized by the participants:

1. Organizational Strength
2. Funding
3. Public Support
4. Facility Development

**ORGANIZATIONAL STRENGTH:** Organizational leadership share goals and values, with agreed upon measures of success and a shared plan of action.

**PUBLIC SUPPORT:** Increased public awareness builds partnerships that support Animal Rescue Foundation’s long-term goals.

**FUNDING:** Adequate funding sustains the goals and objectives of Animal Rescue Foundation.

**FACILITY DEVELOPMENT:** A community animal rescue shelter improves the welfare of animals in Grangeville and the surrounding area.

Objectives were designed to address priorities for each goal and define the strategies to achieve those objectives.

## Goals, Objectives and Strategies

### Organizational Strength

**Goal:** Animal Rescue Foundation will cultivate an environment for board members, stakeholders, and volunteers that is productive and time-bound; that promotes accountability; and that supports the vision and mission of the organization.

**Objective:** Improve the effectiveness of Animal Rescue Foundation through focused strategic planning, defined organizational roles and responsibilities, and frequent review of goals and processes.

<i>Strategy</i>	<i>Desired Outcomes</i>	<i>Resources</i>	<i>Timeline</i>
Review organization chart, update responsibilities as needed	Enhance the understanding of the responsibilities of all parties needed to contribute to the successful operation of ARF.	Current organizational documents, by-laws, time commitment	January 2018
Define roles and responsibilities of board of directors, committees, and committee chairs	Clear and concise job descriptions for board members and committees ensure leadership is engaged and responsible for the continued delivery of ARF services.	Current organizational documents, by-laws, time commitment	May 2018

**Organizational Strength continued**

<i>Strategy</i>	<i>Desired Outcomes</i>	<i>Resources</i>	<i>Timeline</i>
Inventory strengths of board of directors and volunteers, identify gaps in areas of expertise, initiate actions to fill gaps	ARF's leadership provides a diversity of skills, strengths, and community connections to ensure the success of ARF's mission.	Inventory template, Board of Directors, time commitment	September 2018
Create an annual review process for bylaws, making changes on an as-needed basis	ARF's Bylaws are current, relevant, provide structure, and minimize organizational risk.	Board of Directors, time commitment	April 2019



## Public Support

**Goal:** Animal Rescue Foundation seeks to build support for the Animal Rescue Shelter operations through partnerships with the public, local and county governments, and other nonprofit organizations.

**Objective:** Increase awareness, public support, and financial support that will lead to sustainability for the Animal Rescue Shelter.

<i>Strategy</i>	<i>Desired Outcomes</i>	<i>Resources</i>	<i>Timeline</i>
Designate a Public Information Committee and Chair	The Public Information Committee is responsible for the development and release of information relevant to ARF.	Board of Directors, Partners, time commitment	April 2018
Design and maintain a communications plan, including social media, to increase awareness and support for Animal Rescue Foundation	Public awareness and financial support increases through planned, consistent messaging.	Board of Directors, Partners, funds, time commitment	June 2018
Create and distribute quarterly media outreach (such as press releases, newsletter, social media)	Regularly scheduled media outreach will keep supporters engaged and informed of ARF's activities and successes.	Committee members, time commitment	January 2019

**Public Support continued**

<i>Strategy</i>	<i>Desired Outcomes</i>	<i>Resources</i>	<i>Timeline</i>
Utilize community and regional events to promote Animal Rescue Foundation	Participation in community and regional events increases awareness and support for ARF's activities.	Committee members, time commitment	Ongoing

**Funding**

**Goal:** Animal Rescue Foundation seeks to generate funding to sustainable levels that will support shelter construction, operations, adequate staffing, program development and implementation, and marketing.

**Objective:** Identify and develop revenue streams that are sustainable and generate sufficient levels of financial support.

<i>Strategy</i>	<i>Desired Outcomes</i>	<i>Resources</i>	<i>Timeline</i>
Complete the development of a business plan which includes revenue and cost projections	ARF's business plan defines the organization's business goals and the strategies that will be implemented to achieve identified goals.	Idaho Small Business Development Center, Board of Directors, time commitment	May 2018

***Funding continued***

<b><i>Strategy</i></b>	<b><i>Desired Outcomes</i></b>	<b><i>Resources</i></b>	<b><i>Timeline</i></b>
Research and apply for grants as applicable	ARF will seek funding opportunities through private and public grant opportunities that align with the mission and goals of the organization.	Time commitment, possibly matching and/or in-kind commitment	Ongoing
Seat an Animal Rescue Foundation Fundraising Committee	A fundraising committee will develop, lead, and track results of ARF's fundraising activities.	Committee members, time commitment	August 2018
Develop Fundraising and Capital Campaign strategies	The ARF Fundraising Committee will design yearly fundraising strategies to generate adequate construction, programming, and operating revenues.	Committee members, time commitment	November 2018
Implement Fundraising and Capital Campaign strategies	The ARF Fundraising Committee will implement yearly events and fundraising strategies to generate adequate programming, operating, and building revenues.	Committee members, time commitment	January 2019

## Facility Development

**Goal:** Build and staff an Animal Rescue Shelter dedicated to improving the welfare of animals in Grangeville, Idaho and surrounding areas.

**Objective:** Develop a phased-program for completing design, construction, and operation of an Animal Rescue Shelter.

<i>Strategy</i>	<i>Desired Outcomes</i>	<i>Resources</i>	<i>Timeline</i>
Complete Concept Design Plan Development Project funded through USDA Rural Development funds	ARF Board of Directors will utilize the Concept Design Plan to finalize estimated funding needed for construction and furnishing an animal rescue shelter.	USDA Rural Development, Clearwater Economic Development Association, Board of Directors, time commitment	April 2018
Seek USDA Rural Development funds to complete a feasibility study	ARF Board of Directors will make informed, date-driven decisions to determine the viability and advantages of construction and operation of an animal rescue shelter.	Board of Directors, Clearwater Economic Development Association, USDA Rural Development	April 2018
Based upon Feasibility Study results, work with Fundraising Committee to identify available and needed funding for construction	ARF leadership approaches Capital Campaign activities with a clear understanding of available construction funding and appropriates funds appropriately.	Board of Directors, Fundraising Committee Members, time commitment	January 2019

***Facility Development continued***

<b><i>Strategy</i></b>	<b><i>Desired Outcomes</i></b>	<b><i>Resources</i></b>	<b><i>Timeline</i></b>
Define target date for construction based upon available funding and fundraising activities	Capital Campaign funds and ongoing fundraising activities are at a level that enables ARF Board of Directors to commit to initiate construction of an animal rescue shelter.	Board of Directors, Fundraising Committee Members, time commitment	June 2019



## **STRATEGIC PLAN REVIEW AND EVALUATION**

The success of an organizational document such as a strategic plan requires regular review and measurement of related activities. The overall goal of evaluating a strategic plan is to determine how well it has been implemented (including, who, what, when, where, and how activities were accomplished).

The implementation of Animal Rescue Foundation's 2018 – 2019 Strategic Plan will be coordinated by the organization's Board of Directors. The Directors will report regularly to its partners and stakeholders the status of implementation, including progress toward each of the overall strategic goals.

Evaluations should answer:

- Are goals and objectives being achieved or not? If they are, then acknowledge achievements, reward and communicate the progress. If not, then consider the following questions.
  - Will the goals be achieved according to the timelines specified in the plan? If not, then why?
  - Should the deadlines for completion be changed (be careful about making these changes -- know why efforts are behind schedule before times are changed)?
  - Do personnel have adequate resources (money, equipment, facilities, training, etc.) to achieve the goals?
  - Are the goals and objectives still realistic?
  - Should priorities be changed to put more focus on achieving the goals?
  - Should the goals be changed (be careful about making these changes -- know why efforts are not achieving the goals before changing the goals)?

The Animal Rescue Foundation Strategic Plan is only a guideline, and will transform as external environments and participant needs change.

## **List of Participants**

### **Animal Rescue Foundation Board of Directors**

Sara Espeland, President

Susan Morris, Treasurer

Lesley Orcutt, Secretary

Alan Fox, IT Advisor

Megan Lucas

Rhonda Schacher

Mary Ann Davidson

Debbie Schlieper

Karin Vetter

### **Stakeholders and Partners of ARF**

City of Grangeville

Grangeville Community Grant Foundation

Idaho County Free Press

Grangeville Police Department

Animal ARK

ACE Hardware in Grangeville

Print Shop & Office Supplies, Inc.

Clearwater Economic Development Association