



SALEM
ANIMAL RESCUE
LEAGUE

Strategic Plan

Version 1.0

December 2021

The Salem Animal Rescue League

The overall mission of Salem Animal Rescue League (SARL) is to save the lives of abandoned, neglected, and injured animals by providing a safe haven, compassionate care, and finding new permanent homes for them.

Our strategic vision is:

To be the premier Regional animal shelter recognized for:

- **Personalized adoption services enabling a healthy match between animals and family**
- **Excellence in animal welfare**
- **Broad community partnership with sustainable financial stewardship**

This strategic plan was developed over 2020 and 2021 to outline our strategy for a 3-year period. Specific activities needing immediate attention were identified because of this plan and are ongoing.

This plan explains why SARL exists and supports our Mission and Vision.

The following goals have been identified as critical to reaching our vision:

- 1. Core – Community and Animal Welfare**
- 2. People**
- 3. Communication / Branding / Social Media (incl. website)**
- 4. Financial Stability**
- 5. Technology - Platform and Infrastructure**
- 6. Facilities**

The goals are supported by objectives and activities with a responsible party or parties assigned.

Goals:

1. Core – Community and Animal Welfare

Provide the care and education to fulfill SARL's mission and vision

- a. Build strong leadership in the canine program
 - i. Connect with other local shelters with successful canine programs
 - ii. Identify at least 2 strong transport partners that can transport dogs monthly
 - iii. Utilize experienced volunteers to help with adoption counseling
- b. Increase Community Services and Reduce the Need for Local Surrenders
 - i. Ensure 100% compliance for shelter adoptions – spayed/neutered and up to date on age-appropriate vaccines.
 - ii. Raise community awareness/consciousness regarding pet overpopulation through social and print media
 - iii. Offer low-cost spay/neuter programs
 - iv. Offer low-cost basic dental care ex. cleanings/extractions.
 - v. Be a community resource by providing online fact sheets and resources for common behavioral issues regarding cats and dogs
 - vi. Offer low-cost canine behavioral training programs
 - vii. Build a successful foster program for cats and dogs with medical or behavioral needs
- c. Improve the quality of care for the animals while they are with us
 - i. Post the 5 freedoms of animal welfare throughout and make sure they are met
 1. Freedom from hunger and thirst
 2. Freedom from discomfort
 3. Freedom from pain, injury, and disease
 4. Freedom to express normal behavior
 5. Freedom from fear and distress
- d. Increase the number of adoptions for feline
 - i. Cultivate the culture and strong relationships with current and potential transport partners
 - ii. Increase the physical space to allow for a greater number of cats being quarantined and isolated
- e. Improve efficiency for processing adoptions

- i. Recruit volunteers for open adoption hours to assist counselors
 - ii. Centralize paperwork processing.
- f. Stay Informed on legislation regarding animal welfare and legislation regarding animal shelters in New Hampshire
 - i. Learn about proposed legislation that will improve conditions for animals or help to stop animal abuse
 - ii. Attend public hearings or send a representative regarding issues that directly impact the shelter
 - iii. Share important legislative issues on our webpage detailing how people can help
 - iv. Continue to follow and sign petitions for the current legislative HB 367 in New Hampshire, regarding length of quarantine stay for transport animals coming from other states
- g. Develop a strong relationship with animal control
- h. Maintain SOPs for all shelter processes

2. People

Maintain a highly qualified, professional and proactive organization that is community focused and customer centric while maintaining fiscal responsibility to fulfill SARL's mission and vision

- a. Define the organizational structure fit for the future and staff appropriately
- b. Objective and formalized job descriptions for all positions.
- c. Ongoing education and development plans in place for all staff and appropriate training for volunteers
- d. Understand the needs and behaviors of each animal to ensure adoption to an appropriate home environment
- e. Protocols in place for communication and representation of the shelter to the public- adoptions, social media, tag days and events
- f. Ambassadors for the shelter to the community through outreach programs, education, and representation

3. Communication / Branding / Social Media (incl. website)

Maintain sustainable, effective communication mechanisms to continuously engage public on SARL mission, adoption process and availability, events, community involvement and volunteer opportunities.

Provide strong brand identity consistent across all platforms, aligned with Mission statement.

Platforms include:

- ✚ Website
- ✚ Social Media – Facebook, Instagram, Twitter, YouTube
- ✚ Emails & Newsletter
- ✚ Newspaper/Magazine articles
- ✚ Flyers and U.S. Mail
- ✚ Television and radio

a. Media:

- i. Update website and social media to reflect all current shelter activities including community vetting, adoption availability, volunteer opportunities, donor opportunities
- ii. Update website for ease of use
- iii. Timely website and social media posting for all fundraising opportunities, banners to attract attention, with linked access to participate and/or donate
- iv. E-blast to feature current activity – up to 5 times per year
- v. Identify social media volunteer resources to support Facebook, Instagram and Twitter, video clips, etc.
- vi. Flyers to promote special events, included in adoption packets- e.g., Spring, Summer and Holiday appeal
- vii. Include links to key videos on SARLNH.org website and social media
- viii. Create updated video of SARL – current state

b. Volunteers/Supporters

- i. Develop survey of supporters for targeting campaigns and events
- ii. Expand list of volunteer opportunities in Marketing, Communications and Development areas
- iii. Expand volunteer resource base to support communication activities. Partner with local High schools and community colleges for enhanced branding and marketing expansion
- iv. Develop junior volunteer/senior volunteer programs

c. "Highlights"

- i. Monthly recognition of key contributors & success stories in newsletter
- ii. Highlight key employees and volunteers on Facebook and Instagram quarterly (or more frequently)
- iii. Feature "pet of the week" through SCTV and Windham Independent

4. Financial Stability

Policies and Controls to monitor, review and report on financial status, expand monetary opportunities and ensure fiscal responsibility

- a. Capital Campaign to support campus improvements
- b. Grant solicitation to support campus improvements and operational sustainment
- c. Maintain Roles and Responsibilities for the Treasurer, CPA, and Assistant Administrator
- d. Balance budget and results
- e. Maintain multi-year budgeting and forecasting
- f. Ensure financial due diligence by board review of monthly budget report
- g. Develop structure for management of assets, conduct investment review every three years
- h. Maintain accurate records of the organization's financial activities
- i. Increase Donations:
 - i. Maintain SARL Superhero automatic monthly donations
 - ii. Promote planned giving and other options
- j. Appeals
 - i. Review and update donor list twice a year
 - ii. Send out 3 appeals a year to donor base through both mailings and email

5. Technology- Platform and Infrastructure

Cloud Based, sustainable, supported platforms for basic utilities

- a. Outsource support for PCs, phone, applications

- b. Donor database – accurate tracking, targeting, and reporting to sustain all campaigns including commercial supporters as well as individual donors
- c. Infrastructure
 - i. Standardize, supportable, cloud based where possible
 - ii. Documented (network diagram, vendor support agreements & contacts)
- d. Applications
 - i. Office suite, file store, share
 - ii. Mission-related: Donor database, pet point, adoption applications

6. Facilities

Safe, secure, and functional facilities that support SARL’s shelter residents, staff, and volunteers

- a. Find a Permanent Home for SARL by securing a long-term property lease or purchase- Current property lease expires July 2023
 - i. Identify available Real Estate Property in Salem or surrounding towns. Minimum property requirements:
 1. Land – minimum 2.5 usable acres
 2. Utilities – sewer, electricity, and water
 3. Road access
 4. Visibility and easy access for the public
 5. Zoning appropriate for domestic animals and business
 6. Develop pros and cons of a new building vs working with existing building(s) and/or portables to comply with ADA requirements
 - ii. Determine current commercial real estate and land options (Potential long-term lease- town or private, purchase)
 - iii. Create a detailed media plan and message for reaching out to the community and business leaders to let them know about SARL’s needs for a new home.
- b. Continue to evaluate campus structures to meet operational needs
- c. Update Facilities Master Plan for current / new site

Contributors – Strategic Planning Committee

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Revision History

Date	Version	Nature of Changes	Changed By
10 Dec 2021	1.0	Initial Release	K. Silva