



Strategic Plan Version 2.0

June 2023

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**

The first version of this strategic plan was developed over 2020 and 2021 to outline our strategy for a 3-year period. Specific activities were identified and either have been completed or are ongoing.

This version of the strategic plan builds upon version 1 as we adjust the plan based on new or different information and shift our strategic thinking further into the future.

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 within all programs
 - i. Define organizational structure to progress SARL in line with this strategic plan
 - ii. Create formal development and training plans for staff
 - iii. Network with other local shelters with successful canine programs
- b. Medical and Behavioral-
 - 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. The 5 freedoms of animal welfare are posted throughout SARL; staff and volunteers ensure they are met each day
 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
 - i. Utilize experienced volunteers to help with adoption counseling

- ii. Cultivate the culture and strong relationships with current and potential transport partners
 - iii. Increase the physical space to allow for a greater number of cats / dogs being quarantined and isolated
- e. Improve efficiency for processing adoptions
 - i. Establish volunteer program for open adoption hours to assist counselors
 - ii. Understand the needs and behaviors of each animal to ensure adoption to an appropriate home environment
- f. Stay Informed and compliant 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 local 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. Maintain organizational structure fit for the future and staff appropriately
- b. Annual review of staff performance and job descriptions for all positions
- c. Maintain robust volunteer base to include
 - i. Partnering with local High schools and community colleges for enhanced branding and marketing expansion
 - ii. Development of junior volunteer/senior volunteer programs







- d. Ongoing education and development plans in place for all staff and appropriate training for volunteers
- e. Maintain Protocols and best practices for communication and representation of the shelter to the public- adoptions, social media, tag days and events
- f. Engage with 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, volunteer and donation opportunities.

Strong brand identity consistent across all communication platforms, aligned with Mission statement.

Platforms may include:

-  Website
-  Social Media
-  Emails & Newsletter
-  Newspaper/Magazine articles
-  Printed materials
-  Television and radio

a. Media:

- i. Maintain updated, user friendly website and social media to reflect all current shelter activities including community vetting, adoption availability, volunteer opportunities, donation opportunities
- ii. Timely website and social media posting for all fundraising opportunities, banners to attract attention, with linked access to participate and/or donate
- iii. E-blast to feature current activity – up to 5 times per year
- iv. Social media volunteer resources to support Communication platforms
- v. Flyers to promote special events, included in adoption packets- e.g., Spring, Summer and Holiday appeal

- vi. Maintain and update links to key videos on SARLNH.org website and social media
- vii. Periodic updates to SARL video reinforcing the mission
- b. Volunteers/Supporters
 - i. Engage volunteers in Marketing, Communications and Development areas
- c. "Highlights"
 - i. Monthly recognition of key contributors & success stories in newsletter
 - ii. Highlight key employees and volunteers on social media
 - iii. Feature "pet profiles" through media resources

4. Financial Stability

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

- a. Maintain financial compliance and timely audits as required for 501(c) 3 status
- b. Maintain Roles and Responsibilities for the Treasurer, CPA, and Assistant Administrator
- c. Balance budget and results
- d. Maintain multi-year budgeting and forecasting
- e. Ensure financial due diligence by board review of monthly budget report
- f. Develop investment policy statement for the management of assets, conduct annual investment review
- g. Maximize Grant funding to support operational sustainment
- h. Maximize donation opportunities to increase annual revenue including:
 - i. Expand SARL Superhero automatic monthly donations
 - ii. Promote and educate on planned giving and other options
 - iii. Identify new opportunities such as Corporate Sponsorships
- i. Appeals
 - i. Review and update donor list at least twice a year
 - ii. Send out 3 appeals a year to donor base through both mailings and email
 - iii. Determine appeal target and heartfelt stories to highlight appeal focus and drive to target
- j. Capital Campaign to support organization goals

5. Technology- Platform and Infrastructure

Cloud Based, sustainable, supported platforms for basic shelter operations

- 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
- e. Review and maintain applicable HR/people management technologies

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 2024
 - i. 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

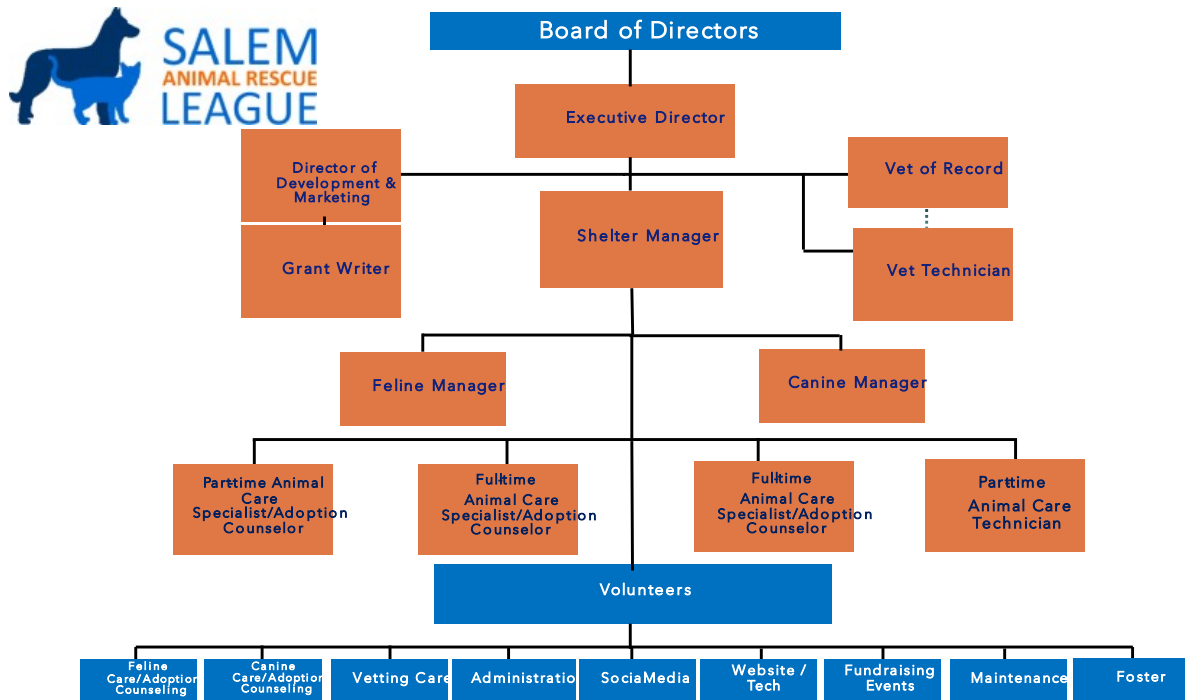
Annexes:

ANNEX 1 ORGANIZATION CHART

Contributors – Strategic Planning Committee

Anthony Grieco	Executive Director
Kate Silva	Board of Directors, Strategic Planning Lead
Lisa Walker	President, Board of Directors
Robin Cino	Vice President, Board of Directors
Cheri Maw	Vice President, Board of Directors
Linda Matthews	Secretary, Board of Directors

Annex 1



Revision History

Date	Version	Nature of Changes	Changed By
10 Dec 2021	1.0	Initial Release	K. Silva
06 Sep 2023	2.0	Update based on new and different information; remove any activities deemed as routine; remove and completed activities or revise to state maintain/ promote/increase. Added organization chart	K. Silva