



## **Mission and Vision Statements and Values**

### **Mission Statement**

Provide compassionate, quality care for companion animals in need with no time limit on placement into forever homes.

### **Vision Statement**

We will strive to reduce the number of at-risk companion animals in our community through the efforts of our dedicated volunteers, committed staff members and supportive donors. We will seek to transition animals in our care to loving permanent homes.

We will preserve and enhance our position as the preeminent provider of programs and services to those seeking assistance with the well-being of their companion animals.

### **Values**

Compassion

Quality Care

Commitment to Those We Serve

Community Collaboration

Volunteerism

Financial Sustainability

## **ARF Strategic Planning Goals and Objectives**

### **1. New Shelter**

*Goal: ARF will build a new state of the art shelter to create a better environment for animals in our care, enhance the adoption experience and expand the services we offer to the community. The new shelter will also help to realize operational efficiencies. The new shelter will be built on our property in Columbia Township by the end of 2018. While we are relocating, we remain committed to the City of Berea and hope to continue our relationship.*

#### **Objectives for Goal 1**

- Retain fund development counsel during pre-campaign phase to facilitate building the infrastructure needed to run a capital campaign. All pre-campaign activities will be in place by April 30, 2016.
- Develop a business sustainability plan for the organization to be implemented after it moves into the new location. Completed by May 15, 2016
- Determine a goal and recruit the leadership for a Capital Campaign to build the new shelter by May 31, 2016
- A transition plan for moving to the new location will be developed once the bid for constructing the new shelter has been accepted and a timeline for completion is in place. Target date TBD.

### **2. Financial Stability and Sustainability**

*Goal: As ARF looks to expand its impact by building a new shelter, maintaining its current financial stability and ensuring its long-term sustainability for the organization are critical. In order to better address the needs of the animals it seeks to serve, ARF will enhance its abilities in several areas related to fiscal management and stewardship.*

#### **Objectives for Goal 2**

- Establish goals for each area within development as the various elements are put in place or enhanced over a three year period. The preliminary goals will be established by December of 2016 and reviewed annually after that.
- Identify opportunities for new and diverse revenue streams. Establish additional fiscal policies and procedures to project income from the various sources. These policies and procedures will be in place by March 31, 2017.
- Develop forecasting tools and monitoring systems to promote consistency and manage growth by December 31, 2017.

### **3. Animal Placement/ ARF Programs**

Goal:*In order to ensure that ARF is reaching its maximum effectiveness, all current policies and procedures related to all services and programs provided by the organization will be reviewed by August of 2016.*

By September of 2017 ARF will determine which of its policies and procedures will need to be modified based on how operations are projected to change in the new shelter.

#### Objectives for Goal 3

- Optimize animal intake, adoption and other ongoing shelter management policies and procedures by August 31, 2016.
- Based on the progress of the Capital Campaign, finalize plans for ARF programs and services in the new shelter and establish priorities by September 30, 2017.
- Review and revise current shelter operations policies and procedures that may need to be changed based on the anticipated move to the new shelter. by September 30, 2017.
- Establish policies/procedures and criteria for considering new programs that are not part of the strategic plan by December 31, 2017.

### **4. Enhancing Resources**

Goal:*As a grassroots organization, ARF values all available resources to accomplish its mission. ARF will review and look for ways to enhance all key resource areas including: Fund Development, Board of Directors, Volunteer Programs and Collaborative Partnerships. Based on its findings, ARF will implement all needed enhancements by December of 2018.*

#### Objectives for Goal 4

- Implement a Board Development plan to enhance the effectiveness of the board and its committees by August 30, 2016.
- Review the current plan to recruit, train and retain volunteers by December 31, 2016. Determine any needed enactments by March 31, 2017.
- Determine what new partnerships might be pursued to expand capacity, enhance awareness and facilitate accomplishing ARF's mission by December 31, 2017.
- Fully implement the new Fund Development plan by December 31, 2018.

## 5. **Communications**

Goal: *As ARF evolves to better serve the community; the organization will need to develop more effective means to communicate critical information to both internal and external stakeholders. To achieve this goal, ARF will review and enhance [where necessary] all of its internal/external communication policies, procedures and platforms by June of 2017.*

### Objectives for Goal 5

- Refine and enhance the current Marketing and Branding plan including both internal and external communication policies and procedures by June 30, 2017.
- External Communications - As part of the marketing and branding enhancement process, ARF will find ways to: create increased general awareness of the organization, improve on telling its story, and reach new audiences by March 31, 2017.
- Internal Communications– Further enhance communications to help volunteers and key leaders have a better understanding of how the shelter and the organization is run by June 30, 2017.