



# Black Dog Animal Rescue

## 2020 – 2022 Strategic Plan

The **MISSION** of Black Dog Animal Rescue is to promote, provide and advocate for the needs of companion animals.

### Define and Communicate Key BDAR Roles

- All relevant BDAR documentation on positions and roles is audited, edited and updated, and presented to board (for approval, as needed.)
- Matrix and templates for positions and roles are developed.
- Google Drive document storage is cleaned up, and access is given as needed.
- A schedule is created and adopted for ongoing review of BDAR documentation.
- Onboarding for board, staff, and volunteers is revised and re-created.

### Tell Our Story Consistently

- Revised Mission and Values are adopted and being communicated.
- The differentiation and similarities of BDAR and CAS are defined and are being communicated.
- All aspects of BDAR messaging (what exists, and gaps) is audited, and messaging 'deliverables' and tools are developed and being deployed.
- BDAR is continually establishing itself as leaders in the socially conscious animal communities movement.

### Secure and Stabilize Financial Position

- A thorough audit of expenses is completed, with the goal of reducing non-staff operating costs.
- An expense control plan for the building is developed.
- A development plan is in place with the goal of maintaining and growing current giving.
- The budget is redesigned into a Program-Based Budgeting model.
- At least one new revenue stream is researched, adopted, and underway.
- A six-month rainy day fund is created, separate from the operating account and beyond cash reserves.

### Examine and Refine Organizational Processes

- An MOU for veterinarian services is secured.
- A schedule with corresponding tools to ensure accountability on strategic plan tasks are created and adopted (including a schedule for the next strategic planning process).
- A plan for in-house veterinarian services has been developed
- "Per-animal-input" costs have been evaluated (in conjunction with program-based budgeting rework)
- All key organizational procedures and operations are identified and documented.
- Foster program is critically examined and evaluated.

### Our VALUES

Originating with Wyoming communities, we commit to:

- Place every healthy and safe animal.
- Ensure every unwanted or homeless pet has a safe place to go for shelter and care.
- Assess the medical and behavioral needs of homeless animals and ensure these needs are thoughtfully addressed.
- Align shelter policy with the needs of the community.
- Alleviate suffering and make appropriate euthanasia decisions.
- Enhance the human-animal bond through safe placements and post-adoption support.
- Consider the health, wellness and safety of animals for each community when transferring animals.
- Foster a culture of transparency, ethical decision-making, mutual respect, continual learning and collaboration.