



STRATEGIC PLAN 2020-2025



OUR MISSION

The Animal Protective Foundation promotes and protects the human-animal bond by providing resources to our community and humane care to companion animals.

OUR VISION

Our vision is a community where all companion animals are loved, respected and receive exceptional care.

VALUES STATEMENT

The Animal Protective Foundation is guided by these values:

- Collaboration
- Compassion
- Excellence
- Integrity
- Respect



ANIMAL PROTECTIVE FOUNDATION
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EXECUTIVE SUMMARY

The Animal Protective Foundation (APF) has long been a vital resource to the pets of Schenectady County and beyond through offering a wide range of services such as Canine Academy, end of life care, rehoming, pet food pantry and our community spay and neuter services.

Due to the success of these programs and services, the APF has seen a decline in the number of pets entering our care for rehoming services and an increase in the need for affordable behavioral and veterinary services for the pet community. This shift in community need is a key factor behind the goals set forth in the 2020 strategic plan.

The APF supports a diverse audience of pet owners and community partners (such as animal rescue groups, community cat “Trap, Neuter, Vaccinate & Return” (TNvR) groups, social service organizations, municipalities and veterinary clinics) with our programs and services. To ensure a comprehensive understanding of community needs was obtained, the strategic planning process included feedback from key stakeholders within these groups as well as local community leaders and those with a vested interest in the pets of our community.

The new strategic plan will ensure that all community members in need are aware of and have access to the services and programs the APF provides. Established programs will continue to support the community, while a strategic focus on meeting the needs of traditionally underserved community members and their pets will lead to the development and expansion of services and outreach.

THE PLAN

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PILLAR 1

Community Pets

■ STRATEGY 1

Community Outreach Program to Aid Underserved & Financially Challenged Individuals

ACTIVITY

1. Expand access to and capacity of subsidized spay/neuter program and pet food pantry (year-end 2021).
2. Provide low cost veterinary care (exams, vaccinations, treatments, testing, microchips) (year-2024).

■ STRATEGY 2

Develop Community Cats Program

ACTIVITY

1. Expand APF's successful collaborations with local trap, neuter, vaccinate & return (TNvR) organizations, and hold a summit of partners and stakeholders (year-end 2022).

■ STRATEGY 3

Expand Pet Academy Offerings

ACTIVITY

1. Add new canine and feline behavioral classes, and create a public education series (year-end 2024).

PILLAR 2

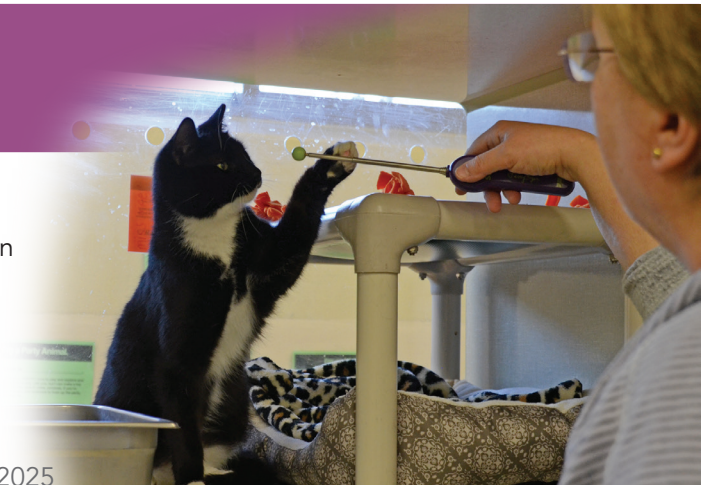
Develop Behavior Intervention Program

■ STRATEGY

Expand Shelter Pet Behavior Program

ACTIVITY

1. Increase partnerships with experts and train staff on state of the art techniques and methods (year-end 2021).



PILLAR 3

Engagement of Community Stakeholders

■ STRATEGY 1

Build Brand Recognition

ACTIVITY

1. Communicate a consistent and compelling organizational message through social and traditional forms of media (year-end 2021).

■ STRATEGY 2

Create Opportunities for the Community to Engage, Interact, and Support the APF

ACTIVITY

1. Expand collaborative initiatives in our communities and enhance volunteer opportunities (year-end 2023).

PILLAR 4

Facilities

■ STRATEGY

Plan, Improve and Add Facilities to Support Programs

ACTIVITY

1. Expand training and education space, improve kennel area, create separate adoption and surrender spaces (year-end 2024).
2. Upgrade and expand administrative and volunteer offices and shelter veterinary evaluation and office space (year-end 2024).
3. Create end of life center and relocate crematory (year-end 2025).



PILLAR 5

Financial Security

■ STRATEGY 1

Identify and Develop New Sources of Revenue (Combined Staff/Board Partnership)

ACTIVITY

1. Work with leadership supporters to match APF needs with donor interests (year-end 2020).
2. Grow a donor/prospect database by 10% each year and optimize its capabilities (year-end 2021).
3. Expand APF Advisory Council to serve as a connecting tool to the greater community (year-end 2021).

■ STRATEGY 2

Solidify Leadership Roles Among Board and Staff

ACTIVITY

1. Develop succession plan for Board of Directors, board committees and leadership roles (year-end 2020).
2. Create a Fund Development Advisory Committee with bi-annual meetings (January 2020).

■ STRATEGY 3

Increase Fundraising

ACTIVITY

1. Grow unrestricted giving by 10% over each prior year through participation of board, staff and volunteers (2025).
2. Establish and train a leadership gift committee to assist with in-person solicitations (year-end 2020).
3. Strengthen the planned giving/endowment program (year-end 2021).

■ STRATEGY 4

Capital Campaign Readiness

ACTIVITY

1. Prepare for an estimated \$2.5 - \$5 million capital campaign to support facility and program growth & improvements (year-end 2023).

■ STRATEGY 5

Increase Fee-for-Service Programs

ACTIVITY

1. Evaluate and expand revenue generating streams and collaborations (year-end 2022).