



Juneau Animal Rescue Strategic Plan

Core Ideology: Who We Are

Mission:

- ❖ To serve our community by promoting animal welfare and strengthening the animal-human bond
- ❖ To improve the lives of pets through education and protection
- ❖ To shelter stray, abandoned, and surrendered pets and find them loving homes

Core Purpose:

- ❖ Support Juneau's pet community

Core Values:

- ❖ Compassion (*we bring our whole hearts with us, kindness*)
- ❖ Community service (*education*)
- ❖ Companionship (*connection*)
- ❖ Commitment (*providing stable services over time*)
- ❖ Protection (*safety, health*)

Economic Engine:

- ❖ Primary: Earned income
- ❖ Secondary: Charitable giving

Lines of Business:

- ❖ Adoption
- ❖ Animal control
- ❖ Training
- ❖ Doggie day care
- ❖ Licensing
- ❖ Groom Room
- ❖ Pet products
- ❖ Boarding
- ❖ Housing: Short-term, long-term, stray
- ❖ Clinic: Vaccines, microchipping, spay/neuter



Long term goals

Community Medicine

Timeline: 10 years

Goal

Assist the pets and people in our community with vet services and specifically community medicine for pets in Juneau through:

- ❖ Accessible funded public clinics
- ❖ Reduced costs/free/sliding/low cost medical services, training, appropriate level of care for the animal and the people caring for them
- ❖ Providing a stopgap for the shortage of veterinary care

Benchmarks for Success

- ❖ Fewer animals relinquished for health or behavioral reasons
- ❖ Because JAR is providing for basic medical care, there are fewer cases of medical neglect
- ❖ Fewer litters of stray animals/animal overpopulation
- ❖ Fewer euthanasias of shelter animals that are relinquished for health reasons

Why does it matter?

- ❖ Helps people keep their pets at home
- ❖ Helps us expand our reach - helps more animals and community in need
- ❖ Relieves suffering of both animals and people
- ❖ If we have less animals in our care then we can expand our services in more ways - reallocation of time, money, energy to help more animals
- ❖ Allows us to use our funding for things other than housing stray/relinquished animals
- ❖ Creates a line of business that allows us to pursue other mission-driven goals

Establish Holistic Southeast Rural Services

Timeline: 10 years in partnership/20 years on our own

Goal

- ❖ Work with our surrounding rural communities to provide care and welfare
- ❖ Work at the community level with and within community to maintain a healthy animal community



- ❖ Be invited to and work within a community as a partner in animal welfare

Benchmarks for success

- ❖ We are the last place animals come to not the first because we are working within the community
 - Serve animals where they live - keeping them in the community
- ❖ Fewer unwanted animals and strays in those communities, along with healthier human/animal relationships, and less animal abuse and neglect
- ❖ We know what the needs are in the communities
 - We start every opportunity by asking and listening
 - We strive for mutually beneficial relationships with local entities
 - A cooperative agreement/partnership
- ❖ Knowing who our community partners are and them knowing who we are (tribal services, local government)
 - Working in partnership with other hub community animal welfare organizations (Haines, Sitka, Prince of Wales, Ketchikan, Petersburg, etc.)
 - Working cooperatively to support each other when overcrowding happens - widen adoption ring
- ❖ Ensuring transportation to/from as part of the essential service
 - Establish a strong air transport partnership as a significant part of the success
- ❖ Provide regularly scheduled and consistent veterinary access in the community

Why does it matter?

- ❖ Juneau is Southeast/Southeast is Juneau
- ❖ We may be able to organize resources in ways others cannot
- ❖ There are lots of strays, breeding, feral animals, abuse, neglect, different attitudes towards animals
- ❖ There is a lack of community animal medical care and education
- ❖ Keeps animals in homes - keep them in community
- ❖ It is a public health issue - opportunity to leverage partnership from this perspective

New Facility

Timeline: 5 years (2027)

Goal

- ❖ Build and fully operationalize a new “full service” building that will better provide for the needs of the community



- ❖ The shelter will be built based on professional assessments of need and best practices as determined by research and guidelines determined by nationwide organizations dedicated to the welfare of animals, such as ASPCA and NACA
- ❖ The shelter will better allow us to provide a whole cycle of care for the community and their pets so that the services don't end when the animal leaves the shelter

Benchmarks for success

A new building would allow us to provide better care for the animals and services for the community:

- ❖ The care we provide to the animals in our care would be improved by:
 - The space's ability to allow us to meet the recommended standards for the Five Freedoms (freedom from hunger and thirst; freedom from discomfort; freedom from pain, injury, and disease; freedom to express normal and natural behavior; freedom from fear and distress)
 - Spaces are up to code that provide for better animal welfare (mental and physical), including:
 - Kennels that meet best practices and allow for better separation of sleep, feeding, and bathroom areas
 - Kennels that allow animals access to fresh air and exercise areas
 - Kennels that are designed to be cleaned efficiently while reducing the need for excessive handling and the stress it can cause the animals
 - Dedicated space for small species
 - Exercise areas that are able to be cleaned and sterilized
 - Health-directed improvements, including:
 - Separate air handling systems to prevent cross-contamination between species
 - More clinic space to serve the animals with the ability to provide for separate intake and isolation of animals
 - Adequate storage space for food and supplies that is clean and secure
 - Space that would allow for a robust volunteer program that enriches the lives of the animals in our care
- ❖ New services that could be possible with a new building:
 - Provide training classes to keep the population down working "upstream" to stem the issues
 - Community educational/outreach classes and workshops
 - Animal behaviorist - help with the tougher cases
 - Provide lower-cost veterinary services to the community
 - Increase business through tours that encourage visitors
 - Lobby that is welcoming that has a retail space for merchandise



Why does it matter?

- ❖ A safe and functional animal shelter is a critical public facility for Juneau
- ❖ Organization is seen as a welcoming community gathering place and educational center - strengthening local relationships
- ❖ This increases our image and allows us to continue our mission by raising awareness from a wider net of people/donors
- ❖ Services help keep animals in homes
- ❖ Helps us retain staff if the work environment is more welcoming and better organized
- ❖ A welcoming space is a destination where people want to go: inviting space for locals, employees, volunteers, donors, and tourists

Be public policy advocates for animal pet welfare

Timeline: Continuous

Goal

- ❖ Expand and have an influence in animal welfare overall (local, borough, region)
- ❖ Work for change in incremental ways -- Start local with animal cruelty laws and regulations
- ❖ Institute changes in local ordinances - fines, enforcement to ensure adequate care
- ❖ Be cognizant of different cultural values and priorities in the State
- ❖ Improve local animal control ordinances
- ❖ Networking with other shelters in the state

Benchmarks for success

- ❖ Work with partners on policy change in Alaska
- ❖ Influence potential behavior for domesticating cats (versus euthanasia) - “Cat Bootcamp”
- ❖ Allocated time/energy/resources to establish relationships for success
- ❖ Willing engagement with community leaders = on assembly agenda for fines/enforcement = requires a detailed understanding of how pets are currently defined by law and avenues within that definition to better protect

Why does it matter?

- ❖ Changes in animal welfare policy affect animals in the community and elsewhere
- ❖ Better animal welfare policy means more animals stay in their home and out of the shelter



Short-Term Goals

Right people (board, staff, CEO succession, volunteers)

- ❖ Elect board members who reflect the community we serve
 - Be more strategic in our recruitment of more diversity on the board – Different perspectives/backgrounds/donor base
 - Learn and use different board recruitment strategy
- ❖ Develop Plan for Executive Director succession and transition
 - Start planning process early (do not rush to search)
 - Develop deliberate messaging to supporters that the departure is planned (retirement) and not an abrupt departure due to unhappiness/being run out/etc.
- ❖ Focus on better recruitment and retention by providing employees better wages and benefits
- ❖ Establish new positions to meet strategic goals
 - Add a community relations/communication director
 - Add a communication/Fundraising staff position
 - Add a veterinarian and additional veterinary support - plan for veterinarian succession
 - Add administrative support person for management and board

Strategic Partnerships

- ❖ Develop a relationship with a local airline for traveling services for pets in smaller communities
- ❖ Animals might be able to stay with their original home, increased health in animals in small communities, increased adoptions

Funding (annual, estate and capital, planning)

- ❖ Develop an alternate fundraising plan (COVID)
 - Easier pivot from base fundraising plan, moving from event-fundraising, social media if we cannot meet in person, what to do when financial times are hard
- ❖ Expand planned giving outreach
- ❖ Focus on helping our donors/customers know they can include JAR in their wills
- ❖ Organize informational guidelines on legacy giving and define the options for giving
- ❖ Recruit for fundraising committee members who are not board members
- ❖ Explore monthly sustainers program



Get ready for our capital project

- ❖ Work with the City and Borough of Juneau (CBJ) on acquiring property for new building
- ❖ Negotiate with CBJ for lease payments or lump sum funding for the portion of the facility that is required by the contract
- ❖ Plan for building funding/capital campaign/operational funding afterwards (2-5 years)
- ❖ Lay the groundwork for the capital campaign/building committee/advisory group
 - Recognize we can't interrupt our normal fundraising sources, building relationships/exploring foundation funding
- ❖ Create a business plan for the operations of the new space
- ❖ Include a plan for earned income sales strategies with tourists and other customers

Infrastructure (policies, IT, internal systems)

- ❖ Write and approve:
 - Operating reserve policy
 - Building reserve policy
 - Gift acceptance policy (2022)
- ❖ Improve tracking of community members who donate at differing levels

Communication/Advocacy

- ❖ Celebrate the community's commitment to companion animals - the animal human bond - education, community outreach, guidance, connection
- ❖ Define and enact an education and advocacy plan/strategy
 - Define the issues we will focus on and/or the criteria for selecting issues that match our mission
 - Match resources to our plan to maximize resources
 - Strategically engage the community to match JAR's priorities to our education
- ❖ Strategically partner the highest value goals with potential for local change (5 years)
 - Pursue active engagements with assembly members to advocate and work toward enacting changes within the community

Program Development

- ❖ Expand/deepen programs over the next three years to meet community needs
 - Medical/veterinary care
 - Stability of services - doggy daycare/clinics

