



# STRATEGIC PLAN 2020 – 2024

**SPCA of Winchester, Frederick, and Clarke Counties**



# Protect animals, enrich human lives



1.5m

dogs and cats are killed annually in US shelters.<sup>†</sup>

Animals are among the most vulnerable members of our community. Some are strays born on the streets, struggling to stay healthy and at risk of harm by humans and other animals. Others are mistreated by their owners and taken by law enforcement. Changing life circumstances sometimes force people to give up their pets. In many instances, these animals are turned into shelters. If they're lucky, they'll be adopted and find themselves in loving, homes. Unfortunately, this isn't always the case—at many shelters, they are in extreme danger, given only 72 hours for adoption before they are destroyed. Sadly, over 4,100 dogs and cats are killed every day at shelters across the United States.<sup>†</sup>

They are innocent creatures. Given a chance, they'll enrich individuals and families' lives,<sup>‡</sup> while receiving the love and care they deserve. Will you help them find "forever homes?"



97%

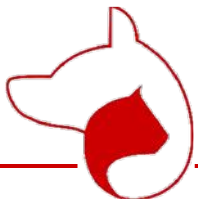
SPCA-WFC's live release rate by the end of 2017.

SPCA of Winchester, Frederick, and Clarke Counties (SPCA-WFC) is dedicated to the safety and well-being of animals across the region. For over a century, we've helped animals at risk by taking them in, providing medical care, and adopting them out. In 2012, we committed to becoming a "no-kill shelter," finding a home for every animal in our care. Today, all of our animals are vaccinated, spayed/neutered, and micro-chipped, and they are entrusted to responsible individuals and families. Our future lies in strengthening bonds between animals and humans, offering veterinary, educational, financial, and material resources to help all pet owners develop mutually beneficial relationships with their pets and ensure their welfare.

We're on a mission to give animals new lives through people who are open to befriending them and equipped to support them. We can't do it alone... we need the community's help!

<sup>†</sup>Our Cause for Paws, 2018. [www.ourcauseforpaws.org](http://www.ourcauseforpaws.org).

<sup>‡</sup>For examples, see the Mental Health Foundation, "Pets and Mental Health," 2019. [www.mentalhealth.co.uk](http://www.mentalhealth.co.uk).



# We're on a mission for pets and people



## Our vision for the future

*What SPCA of Winchester, Frederick, and Clarke Counties (SPCA-WFC) wants for animals.*

All animals in Winchester and the surrounding counties are safe, healthy, and have a home.



## Our mission

*SPCA-WFC's role in turning what we envision for animals into reality.*

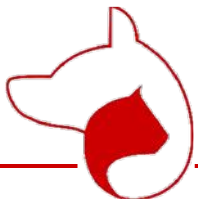
We strive to strengthen the human – animal bond and safeguard animals in transition.



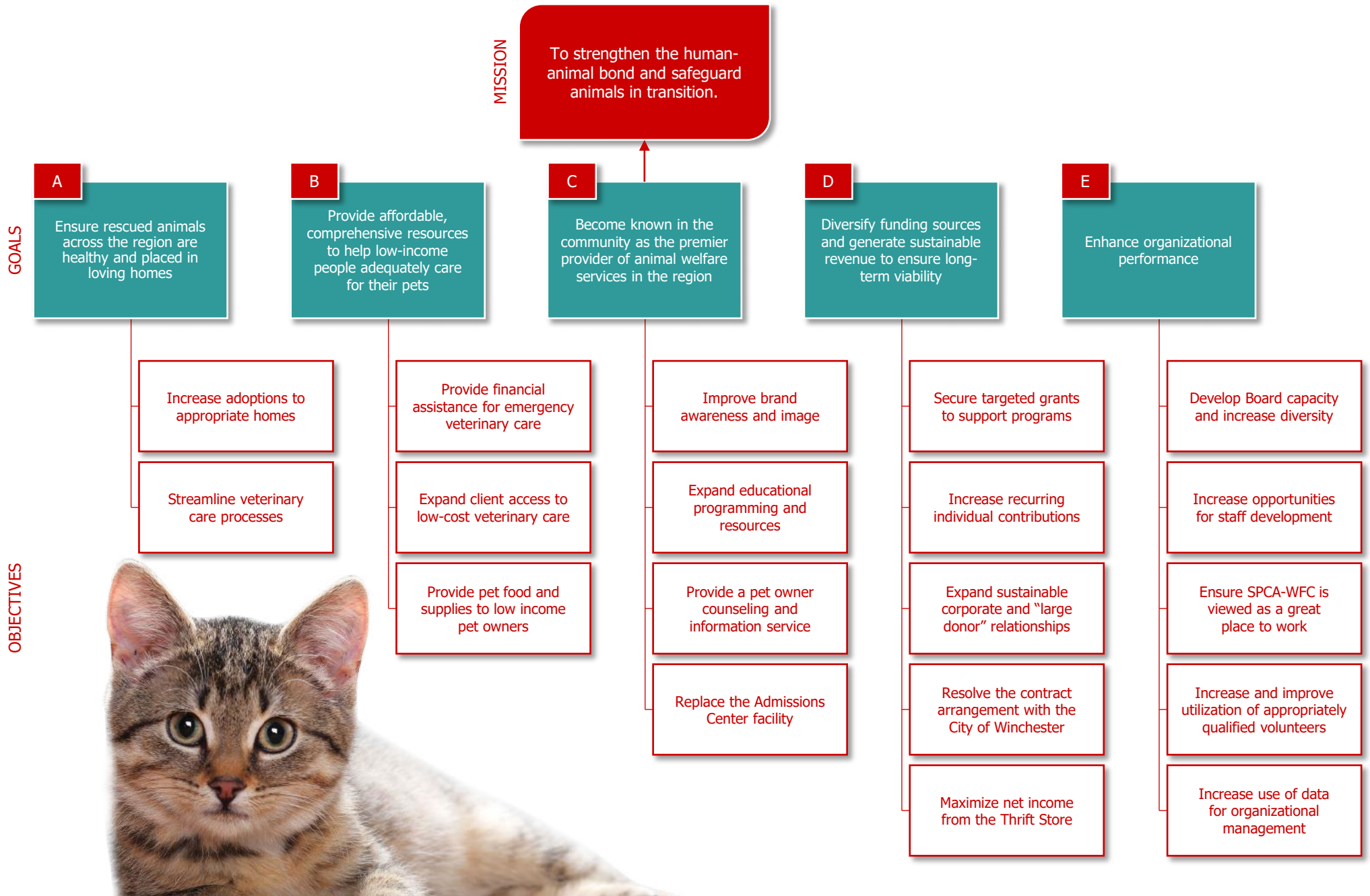
## Our commitments

*The values that guide the things we do to advance our mission.*

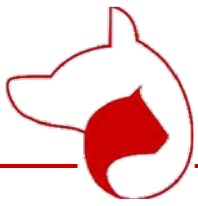
We will practice compassion for animal caregivers.  
We will be a progressive, community-based animal intervention and education center.  
We will employ non-traditional, interactive ways to involvement the community.



# Doing more for animals and their owners







# Advancing our mission, year-by-year



2020

## Securing our Present and Future

- › Maintain “no-kill” philosophy and increase adoptions
- › Improve the cost-effectiveness of pre-adoption animal care
- › Stabilize, diversify, and expand consistent funding sources
- › Expand staff knowledge of pet care practices and innovations
- › Retain skilled employees and be an “employer of choice”
- › Improve the Board’s capacity for strategic decision-making



2021 – 2022

## Educating and Involving the Public

- › Increase community access to interactive opportunities
- › Offer a diverse set of training courses for pet owners
- › Maintain a curated, accessible, on-line resource library
- › Develop a pet owner “hotline” for advice and support
- › Enhance brand awareness and reputation in the community
- › Engage the community in helping animals at risk

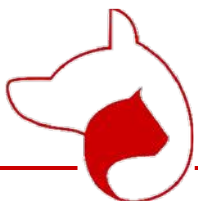


2023 – 2024

## Ensuring the Welfare of All Pets

- › Strengthen relationships with local veterinarians
- › Create a plan for sliding scale veterinary services
- › Provide pet care counseling services to all pet owners
- › Continue to grow our pet food and supplies program
- › Expand pet care education programs and resources
- › Initiate a capital campaign for a new Admissions Center



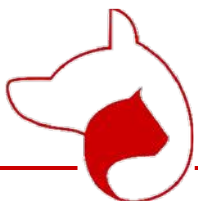


# Goal 1—Animal welfare and placement

## ACTION PLAN HIGHLIGHTS

- › Expand our relationships with shelters across Virginia, and keep adoption centers full  
On-going from 1Q2020
- › Develop in-house protocols and knowledge to address common ailments  
Completed by 2Q2020
- › Increase connections with local veterinarians for low-cost spay/neuter and other services  
Completed by 4Q2020
- › Schedule and market more adoption events at locations throughout the region  
On-going from 1Q2020
- › Maintain and increase our live release rates, and make our no-kill status public  
On-going from 1Q2020



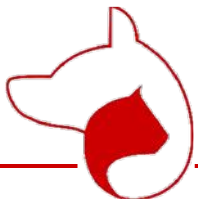


# Goal 2—Low-income pet care access

## ACTION PLAN HIGHLIGHTS

- › Maintain and expand relationships with pet stores and other suppliers of pet provisions  
On-going from 1Q2020
- › Engage the community in efforts to offer low-income pet owners food and supplies  
On-going from 1Q2020
- › Develop, fund, and roll out a program for emergency services financial assistance  
Completed by 4Q2021
- › Establish veterinarian partnerships to reduce costs for low-income pet owners  
In place by 1Q2022
- › Create a business plan for increasing access to “sliding scale” veterinary care  
Completed by 4Q2022





# Goal 3—Premier regional pet center

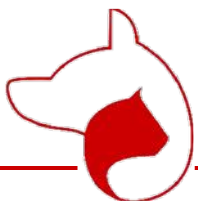
## ACTION PLAN HIGHLIGHTS

- › Expand our community education programs and opportunities for interaction  
Completed by 1Q2022
- › Develop and maintain curated database with pet owner resources  
In place by 3Q2022
- › Establish a pet owner hotline service offering general advice and support  
In place by 1Q2024
- › Design, cost, and initiate a capital campaign to replace the Admissions Center\*  
On-going from 3Q2021
- › Enhance public awareness of our philosophy, services, successes, and opportunities  
On-going from 2Q2021



\*Our goal is to open a new Admissions Center in 2024.



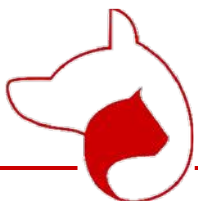


# Goal 4—Funds for our bright future

## ACTION PLAN HIGHLIGHTS

- › Identify, prioritize, and win grants for our key programs and operational requirements  
On-going from 1Q2020
- › Evaluate and enhance benefits to members to increase participation  
Completed by 4Q2020
- › Develop lasting sponsor partnerships with local and regional businesses  
On-going from 2Q2020
- › Decide on how we will work with the City of Winchester in the future  
Completed by 4Q2020
- › Evaluate, improve, and get the word out to the public about our Thrift Store  
On-going from 1Q2020



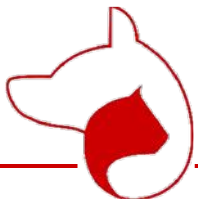


# Goal 5—On-going operational excellence

## ACTION PLAN HIGHLIGHTS

- › Recruit new Board members to fill skill gaps and ensure smooth succession  
On-going from 1Q2020
- › Develop and implement a training program to build employee knowledge  
In place by 3Q2020
- › Enhance SPCA-WFC employee compensation and benefits offerings  
Completed by 3Q2020
- › Establish and hire a qualified person to fill a new Volunteer Coordinator position  
Completed by 3Q2021
- › Develop the capacity to use relevant data to make strategy and management decisions  
In place by 4Q2021





# Help us become something greater!

## INFORMATION

[www.winchesterspca.org](http://www.winchesterspca.org)

## DONATIONS

<https://winchesterspca.org/donate/>

## MEMBERSHIP

<https://winchesterspca.org/volunteer/membership/>

## SPONSORSHIP

[director@winchesterspca.org](mailto:director@winchesterspca.org)

## FOSTER PROGRAM

<https://winchesterspca.org/volunteer/foster-an-animal/>

## VOLUNTEERS

<https://winchesterspca.org/volunteer/>

## LEADERSHIP TEAM

Lavenda Denney – Executive Director  
Marie Anderson – Shelter Manager  
Penny Hahn – Office Manager  
Joy Patterson – Thrift Store Manager

## BOARD OF DIRECTORS

Jennifer Gaylor – Chair  
Kevin Lakin – Vice Chair  
Andrew Carson – Treasurer  
Katie Manheimer – Secretary  
Elizabeth Ingham  
Leigh Phillips  
Kristol Bond  
Kristy Walker  
Shelly Nerangis  
Shari Thwing  
Kristin Boehne



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