**VFHS Strategic Plan AS ADOPTED 07-13-2022**

ELEVATE BRICK & MORTAR SHELTERS TO REACH 90% LIVE RELEASE BY DECEMBER 2025

* Shelter Buddy/Mentor Program
	1. *Identify mentor shelters and shelters that need mentoring and match these shelters with one another*
	2. *Determine success markers*
	3. *Create and track measurable goals together to increase lifesaving to 90%. Report progress each quarter*
	4. *Promote successes and encourage additional support*
* Sustain and grow/enhance High Five
1. *Offer training opportunities and resources to High Five shelters and rescues*
2. *Research and implement a plan for barriers such as heartworm treatment*

INCREASED COLLABORATION WITH OTHER ALLIES

* Increase collaboration with Animal Control Officers and organizations representing Animal Control Officers
	1. *Identify ACO(s) to join board*
	2. *Develop initial strategy to begin communication, Get a contact list of Animal Control Officers in Virginia /VACA members*
	3. *Offer two ACO focused training classes a year (which may be in partnership with BF, HSUS, etc.)*
	4. *ACO Appreciation Month – award 5 ACO agencies that month*
* Vets
	1. *Identify vet(s) to join our Board*
	2. *Explore legislation changes/ approach conversation with VVMA*
		1. *Televet services allowed more broadly*
		2. *Reduce vet-only activities which could safely be done by non-vets*
	3. *CEU credits for vets at VFHS conference*
	4. *Message to constituents RE vet shortage of care; how to cope with the shortage TO WHAT END?*
	5. *Explore reaching out to VT and vet students*

CATS

1. *Using VDACS data, identify shelters where cats need the most help*
	* + *Review BF spreadsheet of public shelters intake/disposition*

*b. Identify communities where cats are not taken in and /or cats are reproducing but no resources are offered to community members*

*c. Increase community cat resources in communities*

*d. Pass responsible TNR legislation*

EXECUTIVE DIRECTOR

1. *Create job description, to include-*
	* *Research for execution of SP goals*
	* *Fundraising including grants*
	* *Social media, promoting the face of the organization*
	* *Execution of goals/programs*
	* *Administrative support to the Board and to grow membership*

*b. Review income/expense (Julie) to determine sustainability*

ORGANIZATIONAL GROWTH/SUSTENANCE OF GOALS

1. *Develop and implement strategy to Increase membership*
2. *Maximize value of membership*
3. *Board analysis*
4. *Yearly Board Self-Evaluation (develop questions)*