



EVANSTON ANIMAL SHELTER ASSOCIATION

STRATEGIC PLAN 2021

Where are we now:

Organization Overview

The Evanston Animal Shelter is an open admission city shelter that accepts all strays and surrenders from the City of Evanston regardless of age, health, or temperament. The shelter also takes in animals in need from surrounding areas as space allows. We were recently awarded a \$2M grant from Cook County to build a new facility in return for accepting animals from unincorporated Cook County into our program. With a commitment to serving Evanston's socio-economically diverse community and a core belief that the best place for a pet is the loving home where they already live, our support programs provide help to pet owners in need including free pet food and supplies, assistance with medical bills and short-term boarding free of charge. The Evanston Animal Shelter is a member of the Chicagoland Humane Coalition, an organization of a dozen shelters that share resources and ideas to improve the way we address animal welfare issues.

Mission Statement

We give companion animals the best chance at the life they deserve through rehabilitation, foster care, adoption, and community support that keeps pets with the people who love them.

Value Statement/Purpose

At the Evanston Animal Shelter, we believe in compassion for all companion animals and the power of the human-animal bond. We endeavor to not only heal and care for the animals in our shelter and to find them forever homes, but to also serve the community with support programs that keep pets with their people.

Core Values

- **Transparency**
- **Respect for life**
- **Compassion**
- **Support**

By the Numbers

Who Are We? The Evanston Animal Shelter is a small but mighty open admission shelter. Here we believe in compassion for all companion animals and the power of the human-animal bond. We endeavor to not only heal and care for the animals in our shelter and to find them forever homes, but to also serve the community with support programs that keep pets with their people.

Our Mission: We give companion animals the best chance at the life they deserve through rehabilitation, foster care, adoption and community support that keeps pets with the people who love them.

2020 by the Numbers

In a year of unprecedented challenges we intensified our service to the community while never wavering in providing compassionate care for our animals.



Pet Pantry

We distributed more than **34,450 pounds of food** to pet owners in need.

Custodial Care

1,549 days of temporary care, free of charge, were provided to animals whose owners faced serious illness, foreclosures and domestic violence.

Foster Homes

Nearly 300 families provided loving foster homes for a collective **42,272 days** our animals slept in warm beds rather than in kennels and cages.



Save Rate

We remain proud of our **97% save rate.***

*Cumulative
2016-2020



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Strategic Themes

1. Plan for the New Facility
2. Enhance Our Social Services Model
3. Develop Diversified Revenue Streams
4. Strengthen EASA Board Membership and Structure
5. Enhance the Well-Being of Animals In Our Care

Strategic Theme 1

Plan for the New Facility

Current Status:

We applied for and received a \$2M construction grant from Cook County. This provides an opportunity for us to upgrade our current facility. All contractual documents between the City of Evanston and EASA, and the City of Evanston and Cook County have been finalized. The City has engaged the architectural firm of Holabird Root to oversee design and construction of the new facility.

- Launch a Capital Campaign to raise the \$1M we committed to the project
- Work with City Staff and Holabird Root to design the new building
- Plan for interim facilities and operations during construction, including possible temporary relocation of animals
- Plan for operations in the new facility
 - Revise animal handling and cleaning protocols
 - Revise volunteer procedure documentation and training
 - Develop adoption counselor processes and training
 - Secure onsite veterinary care and revise procedures to accommodate vet visits
 - Incorporate ways to diversify volunteer base to include a broader ethnic mix and people with physical or developmental challenges
 - Adapt outreach and customer service plans to the new facility and our broader mission
 - Document procedures for Cook County and City of Evanston for animal drop off after hours

Strategic Theme 2

Enhance Our Social Services Model

Current Status:

We have several community-based programs, but we want to continue to adopt the HASS (Human Animal Support Services) model. We live in a socio-economically diverse community and there are many who struggle to manage the demands of pet ownership on their own. The animal shelter should be a bastion of hope to those who desire a relationship with animals but face challenges along the way.

- Work with a local university to develop an internship program as a resource to ensure we are designing programs that meet the needs of the community
- Work with the intern to make data driven decisions about our programs
- Use the Capital Campaign to educate donors about our existing programs and develop funding sources to expand them
- Resume and expand pet health events for the public

Strategic Theme 3

Develop Diversified Revenue Streams

Current Status:

Since our inception we have successfully funded the needs of the shelter and maintained a healthy reserve. We were fortunate to receive two substantial bequests, which have bolstered our financial success. Over the past two years we have shifted from a heavy reliance on event-based fundraising to more of a focus on individual donations. With the onset of the Capital Campaign, we have an opportunity to pursue funding from new donors capable of giving large gifts and

annuities. We need to use this opportunity to develop a consistent, diversified revenue stream for the future of the organization.

- Utilize the services of a consultant to help structure and execute the Capital Campaign
- Leverage the Capital Campaign to secure funding for specific programs or positions
- Establish and staff an Executive Committee to guide the campaign
- Establish and staff an ad hoc committee comprised of Board members and volunteers
- Create a Planned Giving Society
- Continue to focus on ways to increase individual donations including creating a membership program
- Continue to cultivate partnerships with organizations like the Forgotten Dogs Foundation

Strategic Theme 4

Strengthen Board Membership and Structure

Current Status:

In June 2020 EASA identified the need to develop and implement a formal Board of Directors succession plan to provide continuity of leadership. Concurrently EASA engaged Students Consulting for Nonprofit Organizations (SCNO) at Northwestern University to provide pro-bono consulting services focused on long-term succession planning. Moving forward with the grant from Cook County for a new facility, a succession plan to support the future sustainability of EASA is critical. To-date the following progress has been made: SCNO's findings have been reviewed with the Board; a Succession Committee has been established; by-laws have been amended

to extend Board member terms; gaps in current Board skills and demographics have been identified; recruitment priorities have been assigned.

- Develop a comprehensive Board member role description
- Develop a multi-faceted recruitment process to attract internal and external candidates including using the Capital Campaign's ad hoc committee as a potential recruitment source
- Develop a screening and interview process, including establishment of a Nomination Committee, to select prospective Board members
- Create an orientation process for new Board members

Strategic Theme 5

Enhance the Well-Being of Animals In Our Care

Current Status:

Volunteers: Prior to the pandemic on both the cat and dog side there had been a strong move toward a more structured volunteer program. Animals were assessed according to their behavior and volunteers were free to work with animals for which they had been certified. With the post-pandemic return of volunteers, we need to re-establish and enhance this important component of our volunteer program as it is a great benefit to the animals as well as the volunteers.

- Enhance the structure of the volunteer program through education and certifications to assign volunteers to work with animals based upon their skill set and knowledge
- Assign animals a designation (color/number/etc.) based on behaviors assessed by qualified shelter staff

Fosters: The Covid-19 pandemic has significantly shifted housing animals on-site to approved foster homes. This has proven to be advantageous to many of the animals in our care. Those that were shut down and stressed at the shelter have thrived. This also provided more insight into an animal's true personality and aided in matching animals with compatible adopters.

- Develop and enhance methods to continue to increase use of foster homes including promoting the program, maintaining communication with current fosters, augmenting database information on fosters' experience and availability
- Post pandemic develop a plan to balance expectations of the public, such as being able to visit the shelter and meet adoptable animals, with the improved quality of life for animals in foster homes

Medical Needs: We currently provide exemplary medical care to our animals. Excellent working partnerships with local veterinarians have been the key to that success. The pandemic halted on-site volunteer vet services and community pet health related events; these will likely resume in the future. Our Forever Foster program provides ongoing medical care to older animals or those with more challenging health needs while they live out their lives in loving homes.

- Continue to provide high quality medical care to our animals with a balance of on-site vs off-site advanced care needs
 - Maintain partnerships with local veterinarians
 - Establish relationships with veterinary schools to assist in diagnosis/treatment of animals with rare health problems
- Expand the Forever Foster program by promoting both the program and eligible animals to the public
- Include design elements in the new facility that promote the health of our animals and facilitate appropriate on-site medical care.