



Strategic Plan

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HelpAWS

Strategic Plan for:

2015-2020

Contents

Background	3
Purpose	3
Mission	4
Vision.....	4
Values.....	4
Strategic Objectives.....	4
STRATEGIC OBJECTIVES	4
Goal 1: Advocacy on Animal Welfare	5
Action Plan.....	6
Goal 2: Build Financial Capacity	6
Action Plan.....	8
Goal 3: Reduce pet overpopulation and provide care to animals in need.....	8
Action Plan.....	10
Goal 4: Build an animal care Housing Facility	10
Action Plan.....	11
Dog Town and Kitty Haven.....	12
Operating Budget.....	13
Estimated Operating Budget Worksheet (To be completed..).....	13
Risks and Opportunities	14
SWOT Analysis	14
Success Measures.....	14

Background

The purpose of this strategic plan is to outline a proposal to create spay/neuter clinics, awareness and an animal shelter to help reduce the number of animals who suffer on the Island of Saint Lucia.

1. HelpAWS (Help Animal Welfare St. Lucia) is an organization dedicated to animal welfare. HelpAWS will become a part of TOCO and therefore receive charitable status
2. We are dedicated to addressing issues of animal abuse, educating communities on proper animal care, and preventing overpopulation of domestic and feral/stray cats and dogs in Saint Lucia.
3. There is a high density of stray animals in Saint Lucia due to the large amounts of edible litter on the streets. Due to the fact that no one assumes responsibility for their veterinarian care, stray animals in poor health. Health issues include skin problems, malnourishment, and trauma. Control of animal populations is important from a public health, tourism, and animal welfare perspective.
4. HelpAWS operates out of Soufriere and provides shelter and care for stray, injured, and abandoned animals before having them sterilized and adopted.
5. Through sterilization, we can reduce the overpopulation of unwanted animals being born in an already over feline populated country. With more than 80 percent of felines on the island not being neutered, there are thousands who starve, face illnesses, horrible injuries, diseases and ultimately suffer unnecessarily.
6. Due to the fact that neutering is not a common practice in Saint Lucia, the over population of animals is an issue. There is a need to spay/neuter the growing number of unwanted cats and dogs as one unspayed female cat and her offspring can produce 420,000 cats in just 7 years. Similarly, one unspayed female dog and her offspring can produce 78,000 puppies in just 7 years.
7. Soufriere is one of the most important communities on the island, with being home to world heritage site, the pitons, which attracts many tourists to the area. When tourists come to visit, they see many stray dogs, hurt and sick on the street leaving a negative view towards the island. Therefore it is important that the island comes together to combat the over population through spay and neuter clinics, by providing care for animals and through educating locals on animal responsibility.
8. The aim of HelpAWS is to educate the local population, conduct ongoing spay and neuter clinics, and run an animal housing facility for abandoned, sick, injured, and unwanted animals.
9. Part of our mandate is to sterilize:
 - a. Through trap-neuter-return (TNR) feral dogs and cats in the community.
 - b. Stray dogs and cats who can be re-homed
 - c. Owned dogs and cats for those who may not be able to afford the cost of the operation.
10. It is important to us that we work closely with local communities including local veterinarians and government.

Purpose

Our purpose is to protect animals in Saint Lucia, to prevent cruelty to animals and to relieve suffering by providing shelter and care for stray, abandoned, injured or abused animals, finding

responsible owners, vaccinating, spaying and neutering and educating communities on animal welfare and proper animal care.

Mission

HelpAWS is dedicated to enriching the quality of life for both people and animals in Saint Lucia through education, providing care to stray and injured animals and controlling the animal population through spay and neuter.

Vision

HelpAWS envisions a day in which all dogs and cats have been neutered and the population of unwanted animals is controlled. We also envision a compassionate community where every adoptable animal has a responsible, loving home free from neglect, abuse and ignorance.

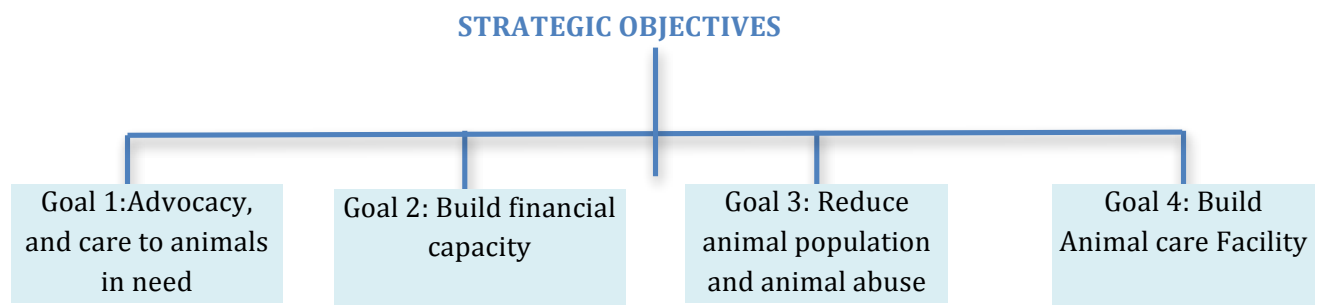
Values

We believe that every animal has the right to be healthy, happy, and free from abuse, neglect and cruelty.

Our aim is to:

- Educate and inspire communities on proper and responsible guardianship and humane treatment of all animals.
- Reduce the overpopulation of cats and dogs through spay and neuter programs.
- Provide Shelter, professional, and personal care to sick, injured, abused and/or abandoned animals.
- Pride ourselves on being open, honest and committed to our work.
- Value our supporters and partnerships with individuals and communities.

Strategic Objectives



Goal 1: Advocacy on Animal Welfare

HelpAWS will strengthen its advocacy efforts over the next five years and will work towards developing initiatives to prevent the breakdown in relationships between animals and people that lead to abandonment, neglect and abuse.

These initiatives will include:

- Public education through speaking to communities on proper animal care
 - Outreach will be done in schools, churches, sporting events, etc
- Introducing curriculum on proper animal care in the school system
 - We will use curriculum created by CAAT on how to teach children and adults responsible guardianship
- Having resources, such as flyers, websites, posters for people to read that address specific problems known to contribute to aggressive, maltreated, and disease stricken animals.

HelpAWS recognizes that there are many animal welfare concerns in Saint Lucia, but due to limited financial resources that can be dedicated to advocacy projects, HelpAWS will use outlets that do not require money such as social media, websites, news papers, radio, education, and social events to raise awareness on animal rights and responsible guardianship in communities around the country.

Strategy 1: Ongoing awareness and advocacy including educating local schools on community specific animal care

- **School education on animal specific information**
 - *How to be safe around animals*
 - *How to properly care for animals*
 - *Animal needs*
 - *Importance of vaccination, spay/neuter*
- **Create awareness to tourists on our work in the community**
 - *Put information about our work in hotel guests information binders*
 - *Partner with hotels in creating a donation box and information sheet on property*
 - *Increase number of adoptions overseas*
- **Create awareness with local communities**
 - *Increase Volunteer base*
 - *Increase number of adoptions*
 - *Increase positive relationships*
- **Build strong partnerships with authorities, government, and local Businesses**
 - *Reach out and build relationships with local businesses to place information about our cause*
 - *Gain support from Government and Authorities*
 - *Be featured in the news, on the radio, online*

Action Plan

Action to Take	What will be done	When	Cost of this development (Both in terms of time and money)
<i>Education in Schools and communities</i>	<i>Approach Local schools and churches to give presentations to children and adults on animal welfare related topics</i>	<i>September, 2015</i>	<i>Ongoing throughout the year.</i>
<i>Awareness to Tourists</i>	<i>Reach out hotels on the island to put up information on HelpAWS and our work</i>	<i>July, 2015</i>	<i>Ongoing with constant upkeep of information</i>
<i>HelpAWS Website</i>	<i>www.helpaws.com will continue to be updated and modified</i>	<i>May, 2015-</i>	<i>Ongoing with constant upkeep of information</i>
<i>Build partnerships with Hotels, Authorities, Government, and Local Businesses</i>	<i>Reach out to hotels/local businesses/ Government in the Soufriere Region to increase funding and support</i>	<i>May 2015- Ongoing</i>	<i>Continuously work towards positive relationships with partners</i>

Goal 2: Build Financial Capacity

HelpAWS recognizes that the needs of our mission and vision are beyond our ability to fulfill with our current financial capacity and framework. To continue to advance our mission, we have partnered with TOCO (They Often Cry Outreach), which will be able to help us diversify our revenue sources.

TOCO is a not-for-profit organization founded by Taj Weekes, a musician, singer/songwriter and humanitarian, and is dedicated to improving the lives of underprivileged, at risk and orphaned children in the Caribbean through sports, health, and enrichment programs.

Through joining TOCO, HelpAWS will be able to apply for grants, build stronger connections and partnerships, and have continued support. Together, will work towards securing funding through new partnerships and collaboration with local businesses and organizations in Saint Lucia and North America.

Fundraising will also play an important part in building our financial capacity; with volunteers and partnerships it is our hope to be able to fundraise money for HelpAWS.

Our goal is to find funding and a facility for rehabilitating and fostering animals while seeking ways to significantly increase the number of successful adoptions. This will be achieved through increased marketing strategies to address and remove current stigmas associated with pets in Saint Lucia.

Strategy: Through a partnership with TOCO, awareness on Social Media, crowd funding websites, and other partnerships, we hope to gain more financial independence

- *Partnership with TOCO*
 - *Have charitable status!!*
 - *Apply for Grants*
 - *Gain stronger relationships particularly with the Government*
 - *Have a stronger voice when it comes to advocacy*
- *Social Media*
 - *Increase our presence on Facebook, Websites, and Twitter which we hope will then increase donations*
 - *Be constantly in the News to build awareness*
 - *Continue radio appearances to promote responsible pet ownership*
- *Crowd Funding*
 - *Continue crowd funding campaigns to raise money for animals in need*
- *Fundraising*
 - *Sourcing out and securing hotel rooms to auction off and keep proceeds*
 - *Work with the sports council and raise money at football games*
 - *50/50 tickets*
 - *Entrance fee money*
 - *Donation box*
- *Partnerships*
 - *Increase Volunteer base*
 - *Gain support of Vets in Saint Lucia and North America*
 - *Gain support from organizations in Saint Lucia and North America*
 - *Reach out to Non- Profits in the animal welfare sector*
 - *Build Partnerships with animal suppliers*
 - *Pedigree*
 - *Pet Smart etc..*
 - *Gain support from Government and Local Authorities*
 - *Reach out to Hotel and Tourism board*
 - *Work with Embassies to see if there are existing grants to tap into or new ones to create*
 - *Use our relationship with the German, Russian, Moroccan, French, and Venezuelan embassies and consulates to secure funding*
 - *Through partnerships with local hotels we hope that donations in monetary form can be received*
 - *Donations/ Grants of Money*
 - *Non monetary*
 - *Donation of land*
 - *Donations of dog/cat food – left overs from the kitchens*
 - *Donations of accommodation and meals for visiting vets*
 - *Other organizations donating time and resources in Spay/ Neuter Clinics*
 - *Donation of dog and cat food from Pet Suppliers*

- *Building connections and partnerships*
- *Donation of supplies from Pet stores*
- *Volunteers giving their time*

Action Plan

Action to Take	What will be done	When	Cost of this development (Both in terms of time and money)
<i>Partner with TOCO</i>	<i>Become a legal entity of TOCO</i>	<i>June/July, 2015</i>	<i>TBD</i>
<i>Increase presence on Social media and continue crowd funding projects</i>	<i>Constant posts on Social Media Create videos to engage the audience Promote crowd funding projects</i>	<i>June, 2015</i>	<i>Ongoing with constant upkeep. \$100-150 crowd funding takes 3% of profits and charges for having an overseas account</i>
<i>Build partnerships with the help of TOCO Hotels, Authorities, Government, and Local Businesses</i>	<i>Reach out to hotels/businesses/ Government in the Soufriere Region to increase funding and support</i>	<i>May 2015- Ongoing</i>	<i>Continuously work towards positive relationships with partners and securing funding</i>

Goal 3: Reduce pet overpopulation and provide care to animals in need

HelpAWS will work towards the goal of decreasing the pet overpopulation in Saint Lucia through spay/neuter and with educational programs. This is one of the main priorities for HelpAWS and will be an internal and external strategy.

Internally: HelpAWS will ensure compliance with its 100% spay/neuter policy of dogs and cats that are brought in, as long as funding permits it and without financially jeopardizing the organization.

Externally: HelpAWS will continue its T-N-R program of stray animals. HelpAWS will explore partnerships with other animal welfare organizations in Saint Lucia and North America to develop a strategy to sterilize companion animals.

HelpAWS recognizes that many owned and stray animals are in need of veterinarian care; HelpAWS will assist in this as best we can.

- If owned animals are in desperate need of veterinarian care and the owner refuses to pay for the care, HelpAWS will ask for complete guardianship over the animal

- HelpAWS will provide Veterinarian care for stray animals in need, once they are healthy enough, spayed and neutered, we will try to rehome them. If they cannot be rehomed they will be returned to the streets with regular check ups.
- Animals that will require full time care and are unable to live their life on the street will be the sole responsibility of HelpAWS, and will stay in our care until a suitable home is found.

Strategy: Reducing pet over population through spay and neuter and provide care to animals in need

- *It is our goal to ensure that all animals in HelpAWS care receive veterinarian care including sterilization*
 - *We will do this through reaching out to vets on the island to form partnerships with the aim of reducing the cost of sterilization*
 - *Work with vets to help provide veterinarian care to those in need*
 - *Reach out to vets from North America to assist in sterilization*
 - *Increase the number of volunteers*
 - *Work closely with other animal welfare organizations to assist us in our efforts to decrease the over population, organizations like*
 - *SLAPS*
 - *Caribbean Spay and Neuter*
 - *CAAT*
 - *Independent veterinarians*
 - *Continue to sterilize stray animals*
 - *Reduce the cost of spay/neuter for animal owners*
 - *Sterilize all animals that are adopted through HelpAWS*
- *Spay and Neuter clinics*
 - *Organize as many spay/neuter clinics as possible throughout the year to reduce the dependency on HelpAWS*
 - *Conduct clinics with outside organizations who donate time and resources*
 - *Spay and Neuter Clinic to be conducted by the Caribbean Spay and Neuter association in Castries and Soufriere in October, 2015. They aim to sterilize over 300 animals*
 - *They will return 6 months later to sterilize more animals*
 - *Spay and Neuter Clinic with CAAT (Canadian Animal Assistance Team) to take place in the fall of 2016*
 - *Spay and Neuter Campaign with Pawz Veterinarian Clinic to take place in 2016*
- *Provide care to animals in need*
 - *Provide care, food, LOVE, and shelter to any abandoned, abused, neglected or injured animal*
 - *Provide Socialization for animals in our care*
 - *Ensure adoptable animals go to exceptional homes*

Action Plan

Action to Take	What will be done	When	Cost of this development (Both in terms of time and money)
<i>Spay/Neuter clinics</i>	<i>All animals in our care will be sterilized Spay/neuter pets for owners who cannot afford it</i>	<i>June-ongoing, 2015</i>	<i>US\$90 per sterilization</i>
<i>Provide care to Animals in Need</i>	<i>Veterinarian care will be given to all animals in need, in our care and on the streets Food, Shelter, Love and socialization will be given to all animals in our care and to those on the street</i>	<i>June-ongoing, 2015</i>	<i>US\$25 per animals Depending on the care needed</i>

Goal 4: Build an animal care Housing Facility

HelpAWSgoal is to have a permanent animal care housing facility. Currently we operate out of Emerald Farm in the Diamond area. We can accommodate over 15puppies at this location and have one staff member dedicated to cleaning and feeding the animals in our care.

This location is not ideal as it is a temporary shelter, the area is far from the director of HelpAWS and therefore difficult to provide proper assistance and attention to the animals in our care. In addition the area is surrounded by people who are not in favour of having the animals housed there and we are thereforeworried at the possibility of animals being poisoned, or killed by other aggressive dogs in the neighbourhood.

We believe that by having a permanent facility that can house many animals away from the community but still be easily accessible for tourists and locals, will be extremely beneficial for the country.

- **Currently, there is a negative stigma towards animals in Saint Lucia. They are viewed as dirty and people believe that animals can care for themselves. This means that many animals carry diseases, suffer from easily treatable infections, and reproduce offspring's that go down a similar path**
- **When tourist visit the country and they see the neglect for animal welfare, their vacation is negatively affected**
 - **This can mean less tourist return to the island because they see the despair of animals in Saint Lucia**

We believe that by having a permanent facility, we will be able to increase the number of visitors to the island as people will want to visit a country that cares for its animals. We also believe that through having a facility, we will be able to strengthen awareness of the organization in North America and therefore donations.

Strategy: Building an Animal Housing Facility

It is our goal to ensure that all animals have a safe place to receive proper treatment, sterilization, recover and socialization prior to adoption or prior to being released.

We will do this through:

- *Relocating and finding another area to house our animals*
- *Build an area to house between 20-40 dogs at any given time*
 - *Outside the town of Soufriere*
 - *On at least 5 Acres of land*
 - *With large indoor/outdoor dog kennels that will house 5-7 dogs per kennel*
- *A Large fenced off area for cats and kittens to run free*
 - *5 large cat Kennels for cats and kittens to sleep and eat*
- *Reach out for funding and donations*
 - *In the form of money or land*
- *Expanding Awareness*
- *Applying for charitable status*
 - *Applying for grants*

Action Plan

Action to Take	What will be done	When	Cost of this development (Both in terms of time and money)
<i>Find and secure crown or private land</i>	<i>Reach out to private land owner to sign lease on land. Reach out to Government to see about receiving crown land or buildings</i>	<i>June 2015</i>	<i>TBD</i>
<i>Secure Lease on land</i>	<i>Ensure all legal aspects are in place</i>	<i>June-ongoing, 2015</i>	<i>\$\$\$\$\$</i>
<i>Build actual Shelter if on land or fix up existing building</i>	<i>If we receive land we will need to secure funding to build the facility</i>	<i>June-ongoing, 2015</i>	<i>\$\$\$\$\$</i>
<i>Funding</i>	<i>Continue our funding goals and raise money/apply for grants to upkeep and</i>	<i>June, 2015 and ongoing</i>	

Action to Take	What will be done	When	Cost of this development (Both in terms of time and money)
	<i>maintain a shelter</i>		

Dog Town and Kitty Haven

It is our hope to have Crown or private land donated which would be sufficient to build a shelter on. If this is not possible we will look for a space/building in Saint Lucia, which can be rented and house animals.



Operating Budget

Estimated Operating Budget Worksheet (To be completed..)

	<i>Estimated Amount</i>	<i>Actual</i>
Expected Income		
<i>Grants</i>	<i>0.00</i>	<i>0.00</i>
<i>Donations</i>	<i>500.00</i>	<i>150.00</i>
<i>Fundraising</i>	<i>0.00</i>	<i>0.00</i>
<i>Interest</i>	<i>50.00</i>	<i>0.00</i>
<i>Other income</i>		
TOTAL:	<i>550.00</i>	<i>150.00</i>
Expected Expenditure		
<i>Staffing Costs</i>	<i>120.00</i>	<i>120.00</i>
<i>Office running costs (rent, etc.)</i>	<i>0.00</i>	<i>0.00</i>
<i>Supplies/Food</i>	<i>400.00</i>	<i>700.00</i>
<i>Mileage</i>	<i>50.00</i>	<i>75.00</i>
<i>Staff development</i>	<i>0.00</i>	<i>0.00</i>
<i>Marketing</i>	<i>100.00</i>	<i>150.00</i>
<i>Other costs</i>		
TOTAL:	<i>670.00</i>	<i>1,045</i>
Programs/Project Costs		
Goal 1 (Advocacy and care to animals in need)		
<i>Development costs</i>	<i>100.00</i>	
<i>Marketing Costs</i>	<i>200.00</i>	
<i>Running Costs</i>	<i>100.00</i>	
<i>Staffing Costs</i>	<i>50.00</i>	
Goal 2 (Build Financial Capacity)		
<i>Development costs</i>		
<i>Marketing Costs</i>		
<i>Running Costs</i>		
<i>Staffing Costs</i>		
Goal 3 (Reduce Pet population)		
<i>Development costs</i>		
<i>Marketing Costs</i>		
<i>Running Costs</i>		
<i>Staffing Costs</i>		
Goal 4 (Build Animal housing facility)		
<i>Development costs</i>		
<i>Marketing Costs</i>		
<i>Running Costs</i>		
<i>Staffing Costs</i>		
TOTAL:		
TOTAL EXPENDITURE:		

TOTAL Profit/Loss:
(Income - Total Expenditure)

Risks and Opportunities

SWOT Analysis

<p>Strengths</p> <p><i>Passion</i></p> <p><i>Increase awareness of animal welfare</i></p> <p><i>Partnerships with local veterinarians</i></p> <p><i>Access to 500 people</i></p> <p><i>No Kill animal organization</i></p> <p><i>Partnerships with Local Hotels</i></p> <p><i>Wide range of connections</i></p> <p><i>Partnerships with animal organizations outside of Saint Lucia</i></p>	<p>Weaknesses</p> <p><i>Lack of Funding</i></p> <p><i>Dependence on personal funds</i></p> <p><i>Inability to take in more than 15 animals</i></p> <p><i>Lack of Volunteers</i></p> <p><i>Lack of Support</i></p> <p><i>Lack of governmental assistance</i></p> <p><i>Lack of community assistance</i></p>
<p>Opportunities</p> <p><i>Expand partnerships with hotels (information binders, flyers, donation boxes)</i></p> <p><i>Build up social media</i></p> <p><i>Increase website content</i></p> <p><i>Build partnership with government</i></p> <p><i>Increase tourism</i></p>	<p>Threats</p> <p><i>Funding</i></p> <p><i>Negative view from communities</i></p> <p><i>Support from Community and/or Government</i></p> <p><i>Loss of land or shelter</i></p> <p><i>Not enough space of the amount of animals in need</i></p>

Success Measures

Below will be some ways in which we will measure our success:

Goal 1: Our success on Advocacy and awareness will be measured through

- ***The amount of people who know about our cause***
- ***Engagement from the public***

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- *Number of likes and comments on our Facebook Page*
- *Amount of traffic to our website*
- *Number of calls we receive*
- *Increase in adoptions*
 - *Increase in monetary and non monetary donations*
- *The recognition of our work in Saint Lucia*

Goal 2: Our Success on increase Financial Capacity will be measured through

- *The amount of money raised*
- *Amount of money donated*
- *The amount of money raised through fundraising activities*
- *Amount of money raised through Grants*
- *Amount of products/services/ donates*
- *Money made from adoption fees*

Goal 3 and 4: Our Success on reducing the pet population and providing care and shelter to animals in need will be measured through:

- *The number of animals that come through the shelter and are helped each week, month and year*
- *The number of owned pets that are sterilized each week, month and year*
- *The number of stray animals sterilized each week, month and year*
- *The number of animals who receive veterinarian care*
- *The number of animals who are adopted*
- *The number of visitors to the shelter*

Conclusion

It is our social responsibility as a community and as a country to work together to end the suffering of animals in Saint Lucia. We strongly believe that through education, sterilization, partnerships and our transparent values, together we can create a positive relationship between people and animals in Saint Lucia.

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The Do-Good Business Plan Template – Non-Profits, Charities, and Volunteer Organizations

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