


Draft Gratitude Strategic Plan 2023-2025

MISSION	CORE VALUES
To give senior farm horses a second chance and a place to call home.	
ASPIRATION	
To be the go-to example of an exemplary draft horse rescue.	
OBJECTIVES	Transparent
Having resources and the ability to say YES to every horse in need that is coming directly off a farm.	Approachable
Maintaining exceptional level of care.	Stable
Provide lifetime safety and care of any of our horses unable to be adopted, or needing to be returned.	Compassionate
	Educational

STRATEGIES
Financial Strength - Organized financials, 12 month emergency fund, restricted funds managed, consistent funds available.
Culture of Excellence - Doing the right thing even when it's hard. Continued education for executive director, board members, volunteers, and donors. Be the "expert". Maintain exemplary care of the horses. GFAS Accreditation.
Operating Procedures - Complete SOP, written acknowledgement plan, written social media plan, written standard of care plan, office manual.
Board Strength - Continuing education with general systems and fundraising.
Fundraising Excellence - Follow annual plan, continue learning, spread the work load, maintain multiple streams of income.

STRENGTHS	WEAKNESSES	THREATS	OPPORTUNITIES
Reputation and recognition.	Board's fundraising experience.	Minimal emergency fund.	Grow monthly donors.
GFF Training & resources.	Social media presence.	Contagious diseases.	Space for growth.
Multiple funding sources.	# of Donors.	Loss of funding source.	Well positioned for grants.
Relationships w other rescues.	Successful annual event.		
Awesome team of volunteers.			

2023 GOALS	MEASUREMENTS				
	Task/Item	2022	2023	2024	2025
GFAS Accreditation	Annual Revenue	\$160,000	\$200,000	\$225,000	\$250,000
Build track system	Total Donors	600	800	1000	1200
200 Monthly donors	Totally Monthly Donors	120	200	300	400
3 month emergency fund	Facebook Followers	8k	11k	15k	20k
DODO video	Days of Care Provided	5048	5475	5475	5475
NY Times and Yankee stories	Emergency Fund Balance	\$3,000	\$24,000	\$48,000	\$96,000
Equine Affaire	Volunteers	6	15	20	25
Written Admin SOP					
2024 GOALS					
300 Monthly donors					
6 month emergency fund					
Boston Chronicle					
Start planning sick bay					
2025 GOALS					
400 Monthly donors					
12 month emergency fund					
Complete sick bay					

THINGS TO THINK ABOUT	
Continue Equus Guardian	
NH Gives	
Great Nonprofits	
Charity Navigator	
How to make Equine Affaire successful.	