



# Friends of Animals

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May 7, 2014

Tim Crum, Chief Executive Officer  
Animal Shelter Services  
12425 West Bell Road, Suite 117  
Surprise, Arizona 85378

Dear Tim,

I am writing to express my deepest appreciation for the work you performed on behalf of Friends of Animals Utah. As a Board member of this organization, I was concerned that there were several challenges and roadblocks, some identified and some not, in the way of this organization meeting its potential. Left unidentified and unaddressed, I was concerned that several of these challenges could seriously hinder the organization in fulfilling its mission. Individually, and as a Board, we did not know how to initially identify and confront these challenges.

Fortunately, we met you and the Board hired Animal Shelter Services to do help us move past the roadblocks we were encountering. Under your direction, Animal Shelter Services conducted a thorough, intensive, on-the-ground, 360-degree review of our organization. Because you reviewed documents and familiarized yourself with the workings of our organization, inside and out, before you ever met us, you were able to hit the ground running. In the days that you spent reviewing our operation (from medical center to transport to adoption center) and speaking with board members, employees and volunteers, you left no stone unturned. You knew our organization as well as, or better, than some of the people who had been affiliated with us for years. The review of our organization by Animal Shelter Services was exhaustive and in-depth and you clearly understood our organization and our operation.

After your visit, we received a well-organized, thoughtful and comprehensive 120-page report from Animal Shelter Services. The report, which was organized, well-written and documented with detailed photographs, helped the Board to identify and confront challenges that had been holding us back. We were also able to form a strategic planning subcommittee of the Board to begin preparing a strategic plan for Friends of Animals Utah. The report by Animal Shelter Services has provided us with the central tasks that will make up our new strategic plan. We will be able to utilize the clear recommendations made in the report to form our short-term and long-term strategic plan. Without Animal Shelter Services' review and report, we would not be able to move into strategic planning at this time and as well prepared as we are now.

In addition, you provided essential and careful guidance to the Board through live webinars. The Board was able to ask questions and effectively utilize your expertise. As a result of all the work that went into this report, the Board has been able to act effectively and swiftly in removing roadblocks. In the few months since we received the report from Animal Shelter Services, the Board has made not only sweeping changes, but minor, and essential, changes in the way we operate as well. As a result, we feel like we are on a whole new track. With more organization



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and efficiency in our organization, we also feel like we can begin working on the long-range vision of our organization, which will include saving more lives than ever before.

I have no doubt that, as an organization, we will be able to look back on this time and see it as absolutely pivotal in the advancement of Friends of Animals Utah. I would recommend your services enthusiastically to any rescue, shelter or organization that wants to become more efficient and effective in carrying out their mission. I simply cannot thank you enough for the absolute dedication, professionalism and cutting-edge knowledge that you provided to Friends of Animals Utah. We will forever be a better organization because of Animal Shelter Services and Tim Crum.

Kindest Regards,

A handwritten signature in blue ink that reads "Kathleen W. Toth".

Kathleen W. Toth, Board Member  
Friends of Animals Utah