

Animal Welfare Organization Developmental Stages

	Rescue Group	Basic Shelter	Stage Two Advanced	Stage Three Advanced
Goals	Rescue and place displaced animals	Rescue Group, plus provide: <ul style="list-style-type: none"> ■ A community center for adoptions ■ Basic medical care for animals 	Real progress with: <ul style="list-style-type: none"> ■ Community animal populations ■ Community pet ownership standards 	Plus a leadership role in: <ul style="list-style-type: none"> ■ Community animal standards ■ Tying animal welfare to human welfare
Mental Model & Community Relationship	Reactive	Defensive	Proactive	Strategic/Long Term
Management Model	Individual or small group	<ul style="list-style-type: none"> ■ Board involved in day-to-day ■ Executive Director as supervisor/director 	<ul style="list-style-type: none"> ■ Board: planning, policy ■ ED as Manager/Delegator 	<ul style="list-style-type: none"> ■ Board: vision and values, community connections ■ ED as Chief Executive/Leader
Measures of Success	<ul style="list-style-type: none"> ■ # of animals rescued and placed ■ Personal satisfaction of participants 	<ul style="list-style-type: none"> ■ Adoption returns ■ Budget deficit (how small?) ■ Avoidance of bad PR 	<ul style="list-style-type: none"> ■ Population reduction ■ Live Release Rate/Length of Stay ■ Endowment growth ■ PR victories ■ Animals helped: medical, behavioral 	<ul style="list-style-type: none"> ■ Strategic goals met ■ Community alliances developed ■ Legal victories ■ Humans helped through programs
Community Relationship	Heroic; work at the edges of community	“Essential services” nonprofit agency	Professional nonprofit agency	Community standard bearer & thought leader
Service Model	Spontaneous, reactive	<ul style="list-style-type: none"> ■ Rules oriented adoption ■ Protect animals, limit returns 	<ul style="list-style-type: none"> ■ Partnership oriented adoption ■ Retail industry best practices and standards 	What does the community need from us?
Typical Programs		Many will attempt one or two programs, and some succeed over an extended period of time. The topic is often chosen based on an expertise of a staff member, or the interest of a Board member.	Strategic choices from <ul style="list-style-type: none"> ■ Community spay/neuter ■ Introductory training classes ■ Animal-related festivals ■ In-house cruelty investigations (if gov’t contract) 	<ul style="list-style-type: none"> ■ Extensive training curriculum ■ Child therapy (abuse recovery, learning disability...) ■ Wounded Warriors, Seniors, Family Disruptions ■ Children Engagement: events, parties, camp ■ Legal strategies (local and regional)
Human Resources Strategy/Approach	Whoever shows up	Whoever is good with animals and will work for what we can pay	Personnel policies and standards	Developmental
Finances	<ul style="list-style-type: none"> ■ Month-to-month ■ Drawn primarily from small group 	<ul style="list-style-type: none"> ■ Quarter-to-quarter ■ Newsletters, small events ■ Bequests are spent on operations 	<ul style="list-style-type: none"> ■ Year-to-year ■ Annual appeal and large events ■ Bequests go to endowment; operational safety net 	<ul style="list-style-type: none"> ■ Three/five/ten year planning ■ Endowment covers large % of costs ■ Perpetual endowment growth