



**ARIZONA
ANIMAL**
WELFARE LEAGUE
— EST 1971 —



STRATEGIC PLAN

2023 - 2028



OUR VISION:

A no-kill Arizona that provides compassionate care for animals and the people who love them.

OUR MISSION:

The mission of AAWL/SPCA is to provide excellent care, protection, and loving compassion for the life of the animals entrusted to us and to take a leadership role in promoting humane values for the benefit of all animals and people.



OUR VALUES

Humane values encourage individuals to show compassion and acceptance towards animals and people to find solutions to alleviate their suffering. It defines who we are and how we work together to better the lives of animals and those who care for them every day.

These values are:



Collaboration

Working together to empower one another to find solutions.



Integrity

Doing the right thing, even when it might be difficult.



Empathy

Providing support and compassion to the diverse pet owners and individuals we serve from communities across Arizona.



Innovation

Thinking outside the box to foster new ideas



ARIZONA
ANIMAL
WELFARE LEAGUE
— EST 1971 —



IMPACT STATEMENT



When We *Find Adoptable Animals Homes*
Our Community *Increases the Amount of Lives We Save*



When We *Deliver Accessible Vet Services*
Our Community *Meets the Needs of Pet Owners and Improves Health Outcomes for Animals*



When We *Keep Pet Families Together*
Our Community *Prevents Animals from Entering the Shelter System*



When We *Recruit & Retain Excellent Talent*
Our Community *Receives Excellent, Inclusive Shelter Services Free of Judgment*

FINDING ADOPTABLE ANIMALS HOMES

Match animals from both rural and metro areas with safe, comfortable, and permanent homes.



The Case For Why

From 2014-2018, we averaged 3888 adoptions. However, in 2019 we completed 4055 adoptions, a 4% increase, but since then, numbers have been declining.

2020 – 3708 adoptions

2021 – 3631 adoptions.

LOS has been increasing from 14 days in 2018 to average of 20/24 days in 2022 because higher # of medical intakes.



Strategies to Impact Change

Increase medical capacity for care to reduce LOS and speed up adoption process.

Cultivate new partnerships with high needs shelters in rural communities for adoption transport efforts.

Build and advertise robust foster programs for behavior dogs and medical cats to reduce stress and LOS.

Expand current open adoption process by training volunteers/staff to better serve adopters from all backgrounds.



Measuring Success

Length of Stay

Adoption Rate

(those who adopt vs. visit intending to adopt)

Adoptee Return Rate

AAWL Brand Recognition and Awareness

DELIVERING ACCESSIBLE VET SERVICES

Eliminate barriers to medical care by offering affordable, accessible vet services for pet families who would otherwise be unable to afford vet care.



The Case For Why

The communities near the AAWL shelter are among the top 10 in terms of highest Owner/Surrenders by zip code in Maricopa County, with 85009 at #3 & 85008 at #6, and highest poverty rates, with 85034 coming in at #1.

According to recent census data, 67% of the population in the communities near the AAWL shelter identify as Latino.

The top three reasons for O/S were: too many pets, cost, and unable to obtain preventative care.

A nationwide study found that 45% of Latino families have pets, and are more likely than white, Black and Asian pet owners to have both pets and children



Strategies to Impact Change

Partner with PetSmart Charities to Build a Collaborative Vet Health Care Worker Program Led by Latino Pet Owners to Improve Access to Care in East Maryvale.

Increase Grants/Subsidies For Vet Services

Offer More Convenient Hours Of Service

Offering More Off-site, Community-based Mobile Vet Services

Hire More Bilingual Medical Staff



Measuring Success

of Trained Veterinary “Promotoras”

Of Vaccine Clinics And Vaccines Administered

Service Delivery Within Specific Zip Codes

Amount Of Funding To Offer Subsidized Vet Services

KEEPING PET FAMILIES TOGETHER

Provide effective prevention and intervention services so local pet families have what they need to keep their animals with them.



The Case For Why

Total Returns For 2021 = 486

Total Owner/Surrender Calls Since 4/2021= 525

Total Owner/Surrender Intakes In 2021 =1,367

40% of AAWL's calls for owner/surrender are denied because of either dog-to-dog aggression or dog-to-human aggression.



Strategies to Impact Change

Test a post-adoption behavior intervention program for adopters who adopted behavior dogs/cats.

Test an intervention program for public surrenders by partnering with AZ Pet Project

Offer bi-lingual community education workshops and low-cost, cat/dog behavior assessments and training.

Create referral network of trusted, low-cost trainers to work with owned animals in underserved communities.



Measuring Success

Owner/Surrender Rates By Zip Code
And Reason

Rate Of Adoption Returns

Utilization Of Classes, Trainings,
And/Or Programs

Of Behavior-related Hotline Calls
From The Public

RECRUITING & RETAINING EXCELLENT TALENT

Build an inclusive workplace with policies and practices that reflect the rich diversity of pet families and individuals we serve, making AAWL the employer of choice for animal welfare professionals.



The Case For Why

Staff exit rates trended downward 2016-2019 (40.74% to 27.78%), then upward through 2021 (to 41.22%).

Turnover in Animal Care ranged from 10-19 over the past year (2021 high), including 58 ACTs/Animal Care Managers over the past four years (more than double the next highest category of employee).



Strategies to Impact Change

Improve compensation and benefits to attract talent and be competitive.

Invest in building HR infrastructure and staffing capacity needed to support strategic plan implementation.

Partner with schools and workforce development organizations to recruit younger volunteers (ages 16-18) who could serve as paid interns and help create a pipeline for future AAWL veterinarians or animal caretakers. Ex: vet tech internships



Measuring Success

Employee Retention Rates

Staff Satisfaction Rates (Measured By Survey)

Pay Equity

(Fair/Equitable Wages Within Pay Ranges)

of Spanish-speaking volunteers and staff

KEY MEASURES

AAWL VISION



ADOPTIONS

- Capacity For Care
- Expand Foster Programs
- Marketing And Storytelling
- Training To Serve Adopters From All Backgrounds



VET SERVICES

- Vet Service Subsidies
- Convenient Hours
- Off-site Services
- Bilingual Medical Staff



STABLE FAMILIES

- Expand Behavior Line For High Needs Zip Codes
- In-Home Cat/Dog Behavior Assessments And Training



TALENT

- School And Workforce Partnerships
- Staffing Structure
- Staffing Capacity



**ARIZONA
ANIMAL**
WELFARE LEAGUE
— EST 1971 —



STRATEGIC PLAN

FOR MORE INFORMATION
VISIT AAWL.ORG

PRIORITIZATION CRITERIA

What do we prioritize when selecting from among all of the strategies we *could* pursue to help advance toward our vision?



ADDRESSES
UNMET OR
UNDER-MET NEED



AVAILABLE/
ACHIEVABLE
RESOURCES



IMPACT
(COMMUNITY-
EXPRESSED NEED)



KEY DIFFERENTIATORS

WHAT MAKES AAWL UNIQUE FROM OTHERS IN OUR CONTEXT?

- Being a no-kill shelter
- Going above and beyond in vet and behavior care
- Ringworm clinic
- Diverse leadership and staff
- Community-embedded care led by local pet owners
- Improving access to care in East Maryvale
- Four-person shelter behavior team and growing

