



ANIMAL
WELFARE
LEAGUE OF
ARLINGTON

STRATEGIC PLAN

2022 - 2025

A message from our President & CEO

The Animal Welfare League of Arlington enters our new strategic plan in an era of immense change and disruption. Now, more than ever, thoughtful planning is necessary to address the issues confronting animal welfare – issues that are growing more complex, more challenging, and increasingly affected by the volatile news of the day. For nearly 80 years, AWLA has proven the ability to lead through these periods of crisis, and we're confident our newest plan will help us to weather whatever turbulence lies ahead.

In times like these, we know that people could use a helping hand. At AWLA, we're already actively helping the community through our pet support pantry, free or low-cost vaccination and microchip clinics, spay/neuter vouchers, veterinary assistance grants for owned animals, behavior training, our animal control team and wildlife resource center, a strong adoption, foster, and kitten program – and so much more.



If there's one lesson learned from these past few years, it's that the future is full of uncertainty. Despite that uncertainty, we're excited to move forward through an animal welfare landscape that is constantly changing and evolving. I invite you to review this plan and share in our excitement for all the potential that's ahead.

Sam Wolbert, President & CEO

A handwritten signature in black ink, appearing to read "Sam Wolbert".

AWLA'S MISSION, VISION, AND VALUES

Our Mission

Improve the lives of animals and people by providing resources, care, and protection.

Our Vision

A humane community in which animals and people live together harmoniously.

Our Values & Guiding Principles

Lead Courageously

We strive to be leaders in our field and community knowing that a leader pursues excellence, fosters innovation, and rises to the hardest challenges.

Do Good

Encourage an environment of compassion, respect, kindness, and inclusivity among staff, volunteers, clients, and the community that we serve. Suspend judgment while acknowledging and appreciating the individuality of each person and animal.

Be Honest

Recognize the critical role we serve in the community and maintain the public's trust through open accessibility and transparency.

Embrace Change

Remain open-minded and adaptable to the changing landscape. We learn from our failures and work every day to improve ourselves and the organization.

Work Together

Support each other by creating a positive, mission-driven, and team-centered culture. Above all, have fun and laugh.

AREAS OF FOCUS

What follows is a commitment and dedication towards building upon the success of our premier programs while also advancing our mission of improving the lives of animals and people by providing resources, care, and protection. Our strategic areas of focus are:



STRATEGIZE & IMPLEMENT DIVERSITY, EQUITY, AND INCLUSION INITIATIVES

In order to fully achieve our mission, we must first improve how we treat each other and the public we serve. There is prejudice within animal welfare, and it has fostered an attitude that certain types of people are less deserving of the love of a pet. It's imperative that we reverse this mindset, and in doing so we view improving DEI initiatives as integral to our success as an organization.



CULTIVATE, SUPPORT, AND ELEVATE STAFF

Our greatest resource is the compassion, commitment, and talent of the AWLA team. With a focus on both current and prospective employees, we will enhance and expand our processes to attract, retain, and support staff. Our goal is to become one of the area's premier places to work.



ADVANCE AND SUSTAIN PROGRAMS AND PARTNERSHIPS

Through an emphasis on data collection, collaboration, and increased awareness of our work, AWLA will continue to develop and grow our extensive programs and services. We are committed to working with our clients as well as our local and national partners and stakeholders in order to address the needs of all pet families in our community.

STRATEGIZE AND IMPLEMENT DIVERSITY, EQUITY, AND INCLUSION INITIATIVES

Critical Goal: define and integrate diversity, equity, and inclusion (DEI) into all aspects of AWLA's work.

TARGETS:

- 🐾 Create a DEI mission statement
- 🐾 Expand AWLA's language inclusivity
- 🐾 Review human resource measures (recruitment, hiring processes, job descriptions, handbook updates)
- 🐾 Establish empowered, staff-led DEI working group to propose initiatives & changes
- 🐾 Offer sustainable DEI training
- 🐾 Increase diversity in volunteer program through inclusive recruitment and roles



CULTIVATE, SUPPORT, AND ELEVATE STAFF

Critical Goal: to be one of the most desirable places to work in our region.

TARGETS:

- 🐾 Optimize staff recruitment
- 🐾 Improve internal job satisfaction and retention
- 🐾 Ensure competitive "total reward" package
- 🐾 Strengthen staff onboarding and staff development



ADVANCE AND SUSTAIN PROGRAMS AND PARTNERSHIPS: COMMUNITY SUPPORT PROGRAMS

Critical Goal: designate, implement, and promote Community Support programs as a Pet Resource Center that addresses the holistic needs of underserved pet owners.

TARGETS:

- 🐾 Establish veterinary advisory board
- 🐾 Create feasibility study for low-cost nonprofit vet care
- 🐾 Improve public perception of need for owned-pet support services
- 🐾 Enhance AWLA's visiting vet program
- 🐾 Increase partnerships



ADVANCE AND SUSTAIN PROGRAMS AND PARTNERSHIPS: BEHAVIOR & TRAINING

Critical Goal: establish AWLA's behavior program as an accessible resource that supports and increases awareness of positive behavior methods.



TARGETS:

- 🐾 Advertisement and marketing improvements
- 🐾 Create ready-to-send training videos for clients
- 🐾 Increase behavior volunteer recruitment
- 🐾 Partner with shelters, organizations, and businesses to expand capacity and reach



ADVANCE AND SUSTAIN PROGRAMS AND PARTNERSHIPS: STEWARDSHIPS

Critical Goal: identify opportunities to collaborate with other organizations in order to save more animals and advance animal welfare.

- TARGETS:**
-  Assess existing partnerships
 -  Create accessible opportunities for engagement
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ADVANCE AND SUSTAIN PROGRAMS AND PARTNERSHIPS: PHYSICAL SPACE

Critical Goal: assess need and review options for additional offsite space.

- TARGETS:**
-  Proposal to AWLA Board of Directors for pros/cons of different space and cost options