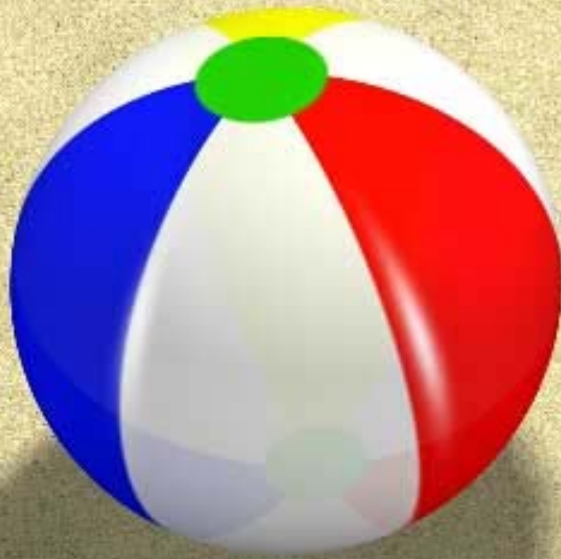


# Making the Move to Adoption Guarantee

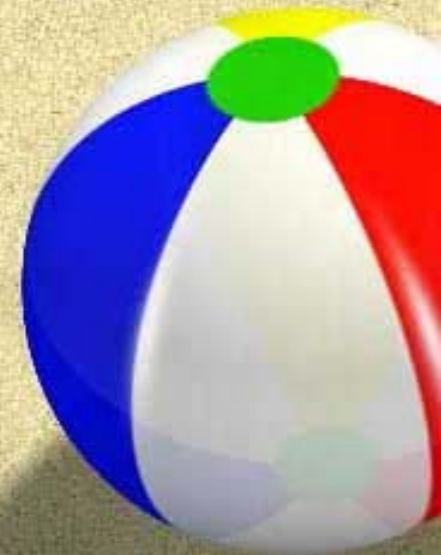
Susanne Kogut  
Executive Director





# Getting Stakeholders on Board

- ☾ Board
- ☾ Staff
- ☾ Volunteers
- ☾ Customers -- adopters, others
- ☾ Donors
- ☾ Animal Control Officers
- ☾ Community veterinarians
- ☾ Government officials
- ☾ Others????





# The Most Important Stakeholder

☾ To build consensus

Executive  
Director





# Leadership

- ☾ Believing is achieving
- ☾ Confidence and commitment
- ☾ Stay strong
- ☾ Focus on the positive
- ☾ Keep it movin'
- ☾ Set audacious goals
- ☾ Determination
- ☾ Just do it!

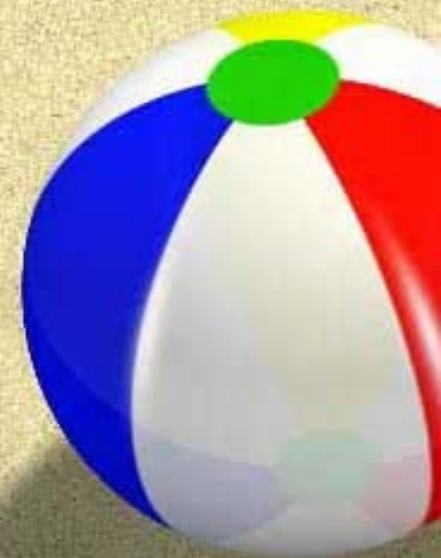
Apply proven programs: foster, customer service, adoption marketing, operational efficiencies





# Creating a No Kill Community

- ☾ The role we played as the SPCA -  
No Kill organization = No Kill  
Community
- ☾ The only facility in the City/County
- ☾ Contracted to serve as the pound
- ☾ 5,000 Animals per year
- ☾ Previously killed over 50% of cats





# Leadership - getting things done within a diffuse power structure

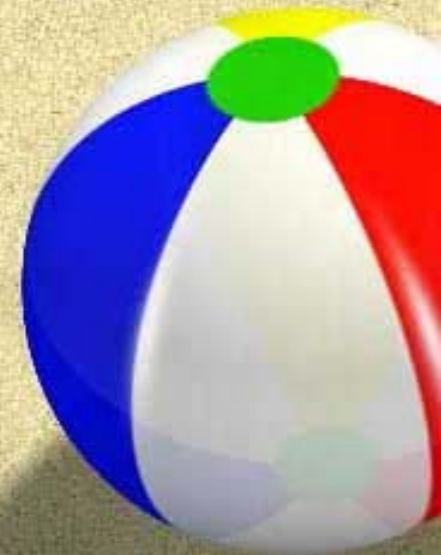
- ☾ Constituents: Board, staff, volunteers, customers, donors and others
- ☾ Board - fear of what others will say; is it the right thing
- ☾ Volunteers - for but do it their way
- ☾ Staff - No Kill is impossible
- ☾ ACO's - No Kill is stupid; naïve
- ☾ Donors - No Kill is good, but thought already No Kill
- ☾ Others - various views

QuickTime™ and a  
TIFF (Uncompressed) decompressor  
are needed to see this picture.



# Overcoming the Naysayers

- ☾★ Inhumane to put animals in crates
- ☾★ Staff inhumane because not doing enough to socialize feral cats
- ☾★ Treating sick animals inhumane should euthanize
- ☾★ Too many animals, not enough homes
- ☾★ Giving away animals to anyone
- ☾★ Cares about animals but inhumane to people
- ☾★ Letter to Board -- ED should be fired due to deaths of SPCA animals

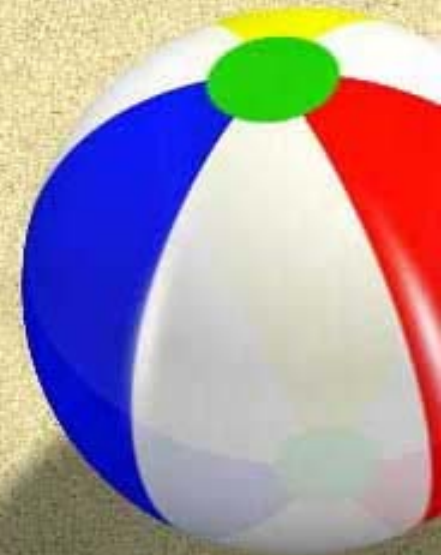




# Board

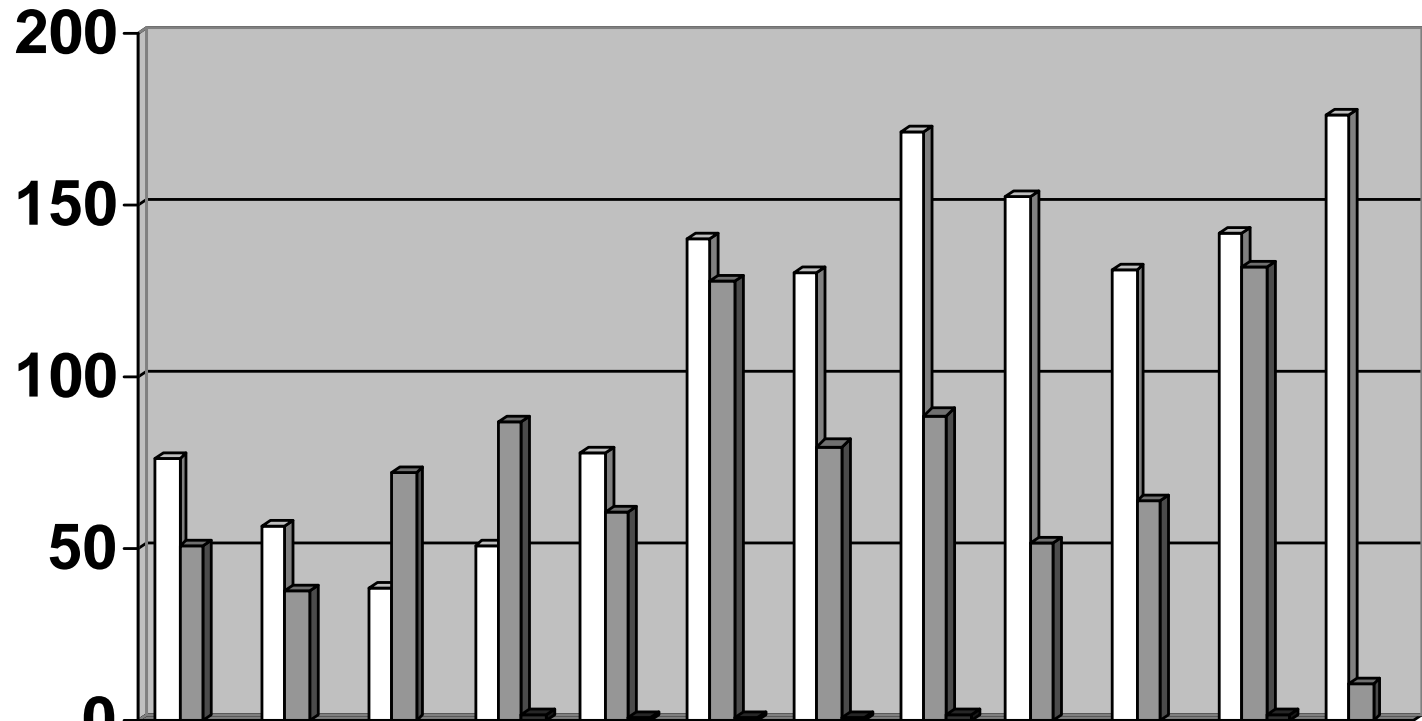
## ☾★ Just Do It

- ☾★ Stats -- keep advised
- ☾★ Get involved in events
- ☾★ Constant updates
- ☾★ Customer service improvements
- ☾★ Messaging followed action
- ☾★ Board began to embrace the message





# Board stats

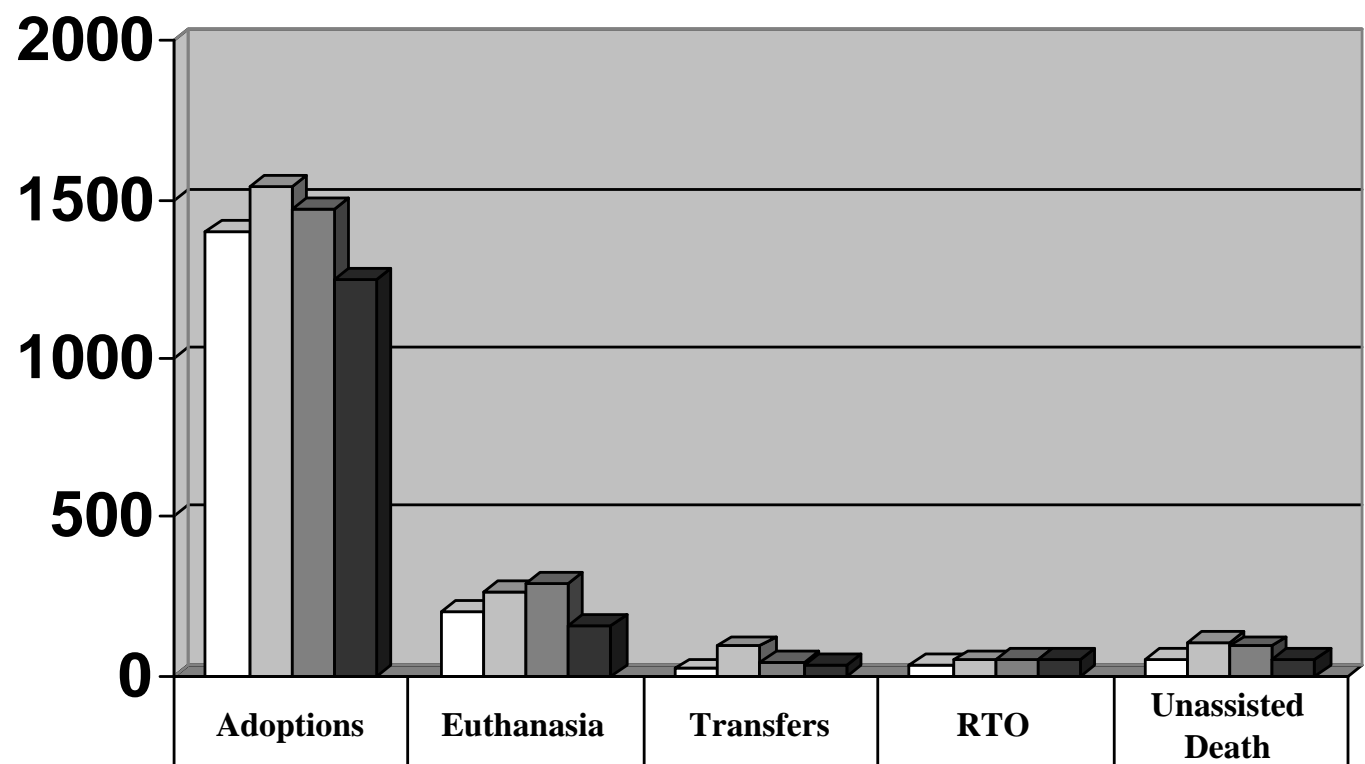


	Jan	Feb	March	April	May	June	July	August	Sept.	Oct.	Nov.	Dec.
□ Adoptions	76	57	39	51	78	140	130	171	152	131	142	176
■ Euthanasia	51	38	72	87	61	128	80	89	52	64	132	11
■ Transfers				2	1	1	1	2			2	

	2005 Total	2005 Percentage
Adoptions	1343	51.5%
Euthanasia	865	32%
Transfers	9	.3%



# Third Quarter 2006 - 2009



	<b>Adoptions</b>	<b>Euthanasia</b>	<b>Transfers</b>	<b>RTO</b>	<b>Unassisted Death</b>
□ 3rd Quarter 2006	1401	198	18	33	47
▒ 3rd Quarter 2007	1541	264	89	45	99
■ 3rd Quarter 2008	1469	286	42	53	89
■ 3rd Quarter 2009	1248	153	33	47	52

	<b>Adoption Percentage</b>	<b>Euthanasia Percentage</b>	<b>Transfer Percentage</b>	<b>RTO Percentage</b>	<b>Unassisted Death Percentage</b>
<b>3<sup>rd</sup> Quarter 2006</b>	58.1%	8.2%	.7%	1.4%	1.9%
<b>3<sup>rd</sup> Quarter 2007</b>	55.9%	9.6%	3.2%	1.6%	3.6%
<b>3<sup>rd</sup> Quarter 2008</b>	56.8%	11.1%	1.6%	2%	3.4%
<b>3<sup>rd</sup> Quarter 2009</b>	60.1%	7.4%	1.6%	2.3%	2.5%



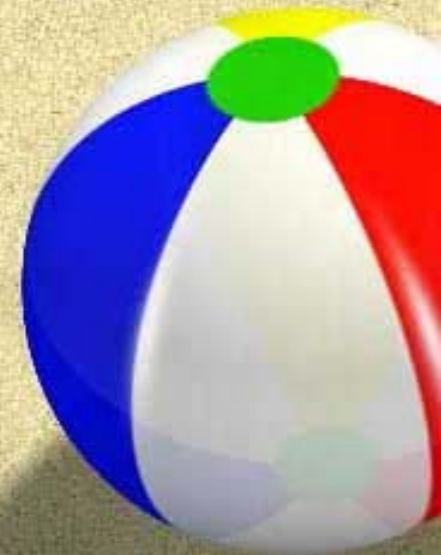
# Staff

- ☾ Initial Strategy based on Assumptions
- ☾ Get down and dirty
  - ☼ Develop respect/trust
  - ☼ Learn the talk first hand
  - ☼ See the commitment
  - ☼ Meet and listen
- ☾ Challenge and encourage
- ☾ Evaluate how to bring together



# Staff reality

- ☉ Failed to gain respect
- ☉ Open door policy failed
  - ☾ Talk focused on gossip and on negative
  - ☾ And less willing to listen
- ☉ Not excited about change
- ☉ Passionate about saving lives?
  - ☾ Being right versus doing what is right
- ☉ Determined, but about what???
- ☉ Challenge -- not if it meant possibly working harder
- ☉ Little desire to find common ground with volunteers
- ☉ At the end, I was still the outsider

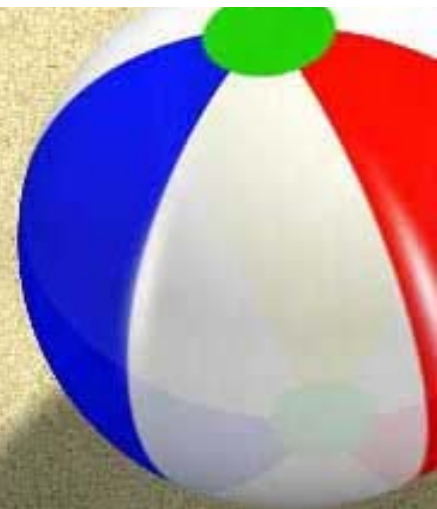




# Who's the Boss?

- ☾ Focus on the future
- ☾ Stay positive
- ☾ No gossip/everyone has clear slate
- ☾ No complaining without suggesting solution
- ☾ Elimination of words from vocabulary
  - ☾ Can't because
  - ☾ Will not work
- ☾ ED job was open to anyone

QuickTime™ and a  
TIFF (Uncompressed) decompressor  
are needed to see this picture.





# Volunteers

- ☾ Initially the most helpful
- ☾ Energetic wanted change
- ☾ Willing to give time
- ☾ Just needed to remind them of the Who's the Boss rules

Chipper: One of the meanest dogs we have placed.

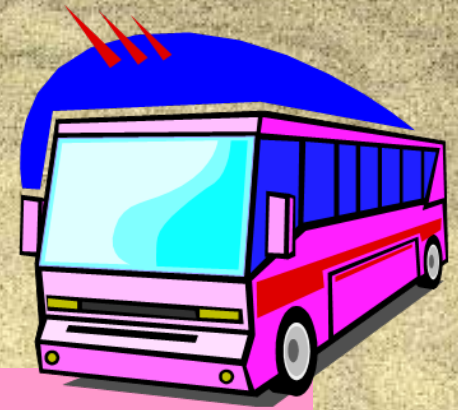


# Entering a new era





# Who will be on your bus



## ☾ Get the right people on

- ☾ Good to great: key factor is not how much you pay, but who you have on the bus
- ☾ Great companies - focus on getting and keeping the right people... “those who are productively neurotic, self-motivated, self-disciplined... who wake up every day compulsively driven to do the best they can simply because it is part of their DNA.”\*
- ☾ Courage, the ability to face danger, difficulty, uncertainty, or pain without being overcome by fear or being deflected from a chosen course of action

## ☾ Get the wrong people off

- ☾ Discourage: 1) to tend to prevent something from happening by making it more difficult or unpleasant; 2) to try to stop somebody from doing something; and 3) to make somebody feel less motivated, confident, or optimistic

## ☾ In the right seat

\* Good to Great and the Social Sectors, A Monograph to Accompany Good to Great, Jim Collins



# Leadership

“True leadership only exists if people follow when they have the freedom not to.”





# Others

- ☾★ Animal Control Officers
- ☾★ Community Veterinarians
- ☾★ Customers
- ☾★ Government Officials
- ☾★ Donors





# No Kill programs

## ☾ Customer Service/Adoptions:

- ☾ Non-judgmental
- ☾ Solution Oriented

## ☾ Marketing

## ☾ Foster Homes

## ☾ Stellar cleaning and vaccination programs

## ☾ Efficient operations

## ☾ Medical Care

QuickTime™ and a  
TIFF (Uncompressed) decompressor  
are needed to see this picture.





# Replace this quote

Too many animals and not enough homes

- ☾ Over 60 million households own animals
  - ☾ Cats 18% adopt from shelters
  - ☾ Dogs 10% adopt from shelters
- ☾ Merely need to capture an additional 5-7% and all shelters animals would have a new home

***There are absolutely enough homes,  
let's go find them!***

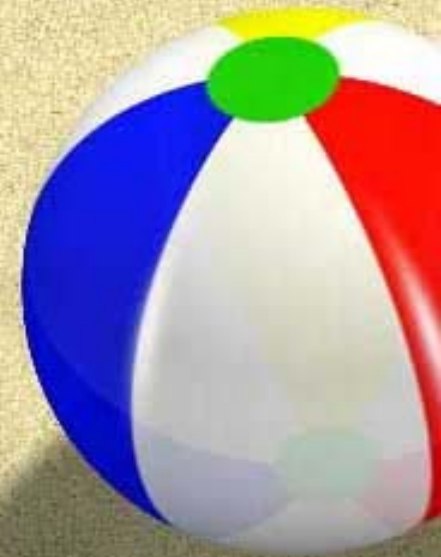




With another quote ...

*Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice and discipline.*

Jim Collins.





QuickTime™ and a  
DV/DVCPRO - NTSC decompressor  
are needed to see this picture.

